



**Matkahuolto  
helps parcels  
and people get to  
their destination  
reliably.**

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**Annual Report and Sustainability  
Report 2022**



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# Matkahuolto in brief

Matkahuolto is a Finnish service and marketing company. We offer our customers – consumers, businesses, communities and carriers – modern services for passenger transport, goods transport and logistics that carry people and parcels quickly and easily everywhere in Finland.

In recent years, we have invested heavily in service development. We wish to offer our customers the

best customer experience in our sector as regards the planning, buying, paying for and monitoring of travel and transport.

Sustainability has always been at the core of our business model. We promote public transport and, with a service network covering all of Finland, we contribute to the viability of sparsely populated areas and support local entrepreneurs. As part of

our new sustainability programme adopted in January 2021, we have set ourselves the goal of becoming carbon-neutral by 2030.

Matkahuolto is owned by the Finnish Bus and Coach Association and by regional associations of private entrepreneurs and businesses engaged in professional road transport, i.e. Finnish bus and coach enterprises.

**Established**  
in 1933

**Finland's 2nd largest**  
parcel service operator

**Serves hundreds of bus**  
and coach businesses  
with routes serving  
**75,000 stops in all**



# Key indicators

**75,000**  
stops around  
Finland

**2,300**  
service points  
around Finland

Matkahuolto had  
**590**  
employees as at  
the end of 2022

**7.7** million  
tickets sold

**20** million  
parcel delivered

Turnover  
EUR **96.6**  
million



The most valued  
Parcel Services  
in Finland



The most valued  
Passenger Services  
in Finland

The Brand Valuation 2022 survey,  
Taloustutkimus Oy



INTERVIEW WITH CEOS

# Profitable year – future outlook

.....

It was a busy year for Matkahuolto. The operating environment presented surprises, development work was actively pursued, and the company turned a profit. The year also saw a change of CEO, as Janne Jakola, who led Matkahuolto for four years, left the company in autumn 2022. At that time, Teemu Naatula, CFO, assumed the role of CEO, until Mika Husso took over in January. Teemu and Mika sat down to discuss the past year and the way forward.



Teemu Naatula



Mika Husso



**The year started on an optimistic note, as restrictions caused by Covid-19 were lifted after many years and the economic outlook looked positive. But there were still distractions, weren't there?**

**Teemu:** This was indeed the case. We expected our operating environment to remain good, but the Russian attack on Ukraine turned the tide quite sharply. Our growth expectations weakened as inflation and other uncertainties eroded consumer confidence in their own economy. This resulted in a slowdown in online sales, which was reflected in the demand for parcel services. Passenger traffic recovered slowly after the pandemic, but general uncertainty hampered the recovery.

#### **How was the year overall?**

**Teemu:** In 2022, Matkahuolto's profitability improved so that we achieved a positive result, even though our turnover remained at the previous year's level. Turning a profit in a difficult market situation is a great achievement that required close cooperation between our employees, customers and partners. They deserve a big thank you for a job well done. We have some challenging years behind us and for some time we have been making quite strong efforts to change the direction. We are now heading in the right direction, but there is still a lot of work to be done.

#### **What were the biggest successes?**

**Teemu:** In both businesses, good progress was made despite a challenging market. In Parcel Services, our service offering was competitive and we increased our market share. In Passenger Services, we completed a major ICT project to expand the functionality of our Trips and Tickets app. The efficiency and quality of our production network improved. The operations of the Vantaa Logistics Centre developed as the year progressed. Matkahuolto performed excellently in brand valuation surveys. We are the most respected player in our industry in both passenger and parcel services, and our customer satisfaction level is high. Our customers trust Matkahuolto and that is an excellent starting point.

**Customer-oriented practices, digital services and sustainability are becoming increasingly important competitive factors.**

#### **What about challenges?**

**Teemu:** The stagnation in growth forced us to streamline our operations and focus on the most critical development projects.

#### **The year 2022 is now behind us and Matkahuolto has entered its 90th year of operation. What are your expectations for the new year?**

**Mika:** We look forward to a busy year, during which we will again make great strides towards our goals. Our foundation is sound, but we must continue to develop the company in a determined way to become a modern and customer-oriented company. There is, of course, uncertainty in our operating environment. Now, in the early part of the year, weak consumer purchasing power is reflected in demand for parcel services. However, the situation could change towards the end of the year, when the highest volumes of online sales take place, so

the forecasts could still change. The passenger sector is undergoing a major upheaval and although passenger numbers already rose last year, a return to pre-pandemic levels may not be in sight.

#### **What are the priorities for development?**

**Mika:** We look forward to a busy year, during which we will again make great strides towards our goals. Our foundation is sound, but we must continue to develop the company in a determined way to become a modern and customer-oriented company. There is, of course, uncertainty in our operating environment. Now, in the early part of the year, weak consumer purchasing power is reflected in demand for parcel services. However, the situation could change towards the end of the year, when the highest volumes of online sales take place, so the forecasts could still change. The passenger sector is undergoing a major upheaval and although passenger numbers already rose last year, a return to pre-pandemic levels may not be in sight.

#### **Mika, you have been managing Matkahuolto for a few weeks now. What does its future look like?**

**Mika:** Despite the uncertain operating environment, Matkahuolto's future looks bright. We will continue the comprehensive development of Matkahuolto into a modern, responsible and customer-oriented company. There are still some years of work left to do. From a financial point of view, we are again looking for clear growth and improved profitability. Our strong brand and skilled employees create good conditions for this. At the beginning of the year, we defined a purpose for Matkahuolto's existence and by the summer we will define a new strategy and values. Together, these three will set the direction for the strategic period culminating in 2026. At the end of this year, we believe our company will be in good financial shape, delivering even better value to our owners and customers.



# The past year on a timeline

## JANUARY

We started delivering parcels to mailboxes nationwide. This service significantly increased the delivery options for consumers and businesses throughout Finland, as a similar service used to be available from only one service provider.

## MARCH

We expanded our service network with new outdoor lockers that are available around the clock. At the end of the year, our service network included almost 2,300 service points and parcel lockers across the country.

## JUNE

We expanded the services of the Trips and Tickets app by including local transport in Kuopio, Salo and Rovaniemi. The Trips and Tickets app represents the most comprehensive network of connected mobility services in Finland, including 95% of all scheduled public transport services and almost all single tickets for public transport in Finland.

## AUGUST

We were ranked the most respected brand in Finland in both the Passenger Services and Parcel Services categories in the Brand Valuation Survey conducted annually by Taloustutkimus.

## OCTOBER

We launched a partnership with Wolt that allows our customers to have their parcels delivered to their doorstep in as little as an hour. Arranging a delivery time is easy with the Matkahuolto Paketit app.

## DECEMBER

We transferred the first season and series tickets from travel cards to the Trips and Tickets app. All tickets will be available on the app by summer 2023. The change will allow travellers to buy tickets, check remaining trips and verify ticket expiry dates directly from the app, wherever and whenever they want.





# Value creation model

## RESOURCES

### Human and social resources

- Motivated and competent personnel, 590 persons
- Customers, suppliers and other partners

### Immaterial resources

- Innovations and R&D expertise
- Networks generating connected parcel and mobility services
- Finland's most respected brand in its sectors in 2022

### Financial resources

- Balance sheet EUR 29,6 million
- Equity ratio 20.6%

### Production resources

- A network of nearly 2,300 service points and parcel lockers
- Own logistics terminals and stations
- Own and partners' fleets
- Information systems and applications, e.g. Trips and Tickets app and Parcels app for consumers, integrations for online stores, Matkassa Pro and Matkassa Lite apps for carriers.

### Natural resources

- Fuel consumption, 374 CO<sub>2</sub>e
- Property energy consumption
- Packaging materials
- Carbon handprint

## BUSINESS MODEL

### PASSENGER SERVICES



### PARCEL SERVICES



### CARRIER SERVICES



## OUTCOMES AND IMPACTS

**Meaningful efforts** with new, innovative solutions to promote sustainable development. Important everyday work across the entire organisation. Workplace community with equality and wellbeing, and safe workplace environment.

**Services for customers and carriers**, increasingly digital and transparent and contributing to an improved customer experience.

**Service networks** formed by multiple operators, where parcels are efficiently delivered to customer and where passengers can reach their destination anywhere in Finland. Promoting the competitiveness of online stores. Supporting entrepreneurship.

**Environment-friendly ecosystem** promoting public transport and reducing emissions from private cars. Progressing towards carbon neutrality in our own operations and in Parcel Services.

## MATKAHUOLTO MISSION

We offer our customers a wide range of services for passenger transport, goods transport and logistics that carry people and parcels quickly and easily to everywhere in Finland. Our work is governed by improving the customer experience and digital functions. We promote public transport and, with a service network covering all of Finland, we contribute to the viability of sparsely populated areas and support local entrepreneurs.





## PASSENGER AND CARRIER SERVICES

# Passenger numbers on the rise

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Matkahuolto's Passenger and Carrier Services provides high-quality public transport services throughout Finland. The services are made possible by close cooperation between Matkahuolto, carriers and transport providers. Passenger and Carrier Services took a turn for the better during 2022. The restrictions caused by Covid-19 were lifted at the beginning of the year and passenger numbers started to increase, although they have not yet reached pre-pandemic levels. Service development continued actively and a major project, Maili, was launched in the summer, resulting in all season and series tickets being transferred to the mobile app. The temporary VAT reduction, which came into force at the beginning of 2023, also caused additional work in updating the information in the ticketing system.





Public transport volumes increased slightly up to the pandemic, when looking at the long-term trend. Thus, expectations for a market recovery were high at the start of 2022. Progress was positive until the end of February, when Russia invaded Ukraine. The outbreak of war in Europe affected both the mobility of customers and the operating conditions of carriers, for example by significantly increasing costs. The situation levelled off during the autumn, but passenger numbers for the year as a whole remained at around 70% of pre-pandemic levels.

The cornerstone of Matkahuolto's operations is customer focus, which is also reflected in our number one ranking as the most respected brand in the travel sector in a survey by Taloustutkimus. Changes in customer behaviour and the challenging market situation guided the change in Matkahuolto's operations also during 2022.

With almost 99% of tickets purchased through digital channels, there was no longer a need to maintain a nationwide network of physical ticket outlets. The number of sales points was reduced, which also resulted in a reduction of resources in passenger services through change negotiations.

### Transfer of season and series tickets to the Trips and Tickets app

One of the missions of Matkahuolto is to develop sales channels for tickets and other rights to travel and to provide digital services for travel planning and vehicle tracking. Our aim is to provide versatile and modern services that meet the needs of both passengers and carriers. The Trips and Tickets app offers the most comprehensive public transport coverage in Finland - more than 95 per cent of all regular services in Finland. The

app allows you to plan your trip door-to-door and buy the tickets you need.

During 2021, we introduced an ID-based ticketing and payment system, which stores the details of rights to travel in the cloud instead of on a physical card. The system, which enables a common ticket that works on all means of transport, also allows carriers to participate in competitions organised by public authorities.

In summer 2022, we continued the development of our ticketing and travel system by launching a project to transfer ticket products from travel cards to the Trips and Tickets app by the end of June 2023. The right to travel is stored in the mobile app, where you can top it up wherever and whenever you want. For users, the app means a more flexible and better service, and for carriers, a cost-effective solution.

## Conscripts travel with a mobile ticket

Matkahuolto, together with transport operators, has long provided its services to the Defence Forces to enable easy travel for conscripts. Around 20,000 young people do their military service every year. In 2022, the Defence Forces invited tenders for travel services for conscripts in the Defence Forces and the Border Guard, and as a result selected Matkahuolto as its partner also for the contractual period between 1 October 2022 and 31 December 2024. Travel services include bus, underground and tram transport, the provision of a right to travel, and a system for selling and invoicing travel services.

With the new agreement, the tickets used by the Defence Forces were transferred to the Trips and Tickets app at the beginning of October. Since then, passengers have been given a code to buy the ticket they need from the app. The code can be used to purchase long-distance, local and regional tickets at the price of a single ticket, as determined by the service provider or transport operator.





Digital solutions and services are key to enabling all of our more than 300 carriers, who are also our owners, to develop and improve the efficiency of their operations. Matkahuolto provides carriers with vehicle terminal, travel data (stops, routes, timetables), reporting and analytics services. We plan the development of services in close cooperation with carriers, in particular by contributing our strong expertise in modern technology. The accessibility of digital services and high data security are absolute prerequisites that came up several times during 2022.

**Smooth public transport with demand-responsive services**

The majority of Matkahuolto's carriers operate under market conditions, but they also operate routes tendered by the public sector that are based in whole or in part on contractual compensations. Our demand-responsive transport solution, Kutsukyyti, is a cost-effective public transport service for small towns and sparsely populated areas which operates in four different regions. The service has attracted widespread interest, and there is a strong consensus that it is good for customers in wellbeing services counties, for example. We have high expectations for the demand for demand-responsive transport services in the new wellbeing services counties that became operational at the beginning of 2023.

**Future outlook**

There are different views on the future development of passenger numbers, but we expect them to increase in 2023 compared to the previous year. Market disruptions have been

We expect passenger numbers to increase in 2023.

exceptional over the past three years, so it may take time to reach a new normal. On the other hand, the popularity of working and studying remotely means that daily travel is not expected to return to its pre-pandemic level, while rising environmental values and the cost of driving a private car will increase the popularity of public transport. Global politics is likely to be the biggest game changer in 2023. The hoped-for lifting of uncertainty caused by the war would be reflected in increased activity by consumers and companies. Positive expectations are also based on the efficiency measures that have already been taken, the effects of which became visible towards the end of 2022.





## PARCEL SERVICES

# Most valued parcel brand in Finland

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Matkahuolto is Finland's second largest provider of parcel services to consumers and businesses, with a service network covering the whole of Finland. The year 2022 was good for business. We managed to increase our market share and customer base, even though the overall parcel transport market declined. We transported around 20 million parcels during the year.





Growth in parcel flows in the Covid-19 years stalled in the early part of the year when Russia started the war in Ukraine, which led to increased economic uncertainty and a rapid rise in inflation. However, as the most respected brand in the industry, we managed to increase our market share despite shrinking markets and increasing competition. In 2022, we continued to focus on improving our performance. Our aim is to become more customer-oriented and to offer customers a consistent service experience.

### Online stores are an important customer base

In parcel services, our customer base consists of domestic and international business customers and consumers. E-commerce companies are the most significant customer group. During 2022, we managed to sign many new contracts with both domestic and international online stores.

Matkahuolto was chosen as the most respected brand in Finland in the annual Brand Valuation Survey conducted by Taloustutkimus. According to the same survey, we also have the most satisfied parcel service customers in Finland.

### Active development of services on customer terms

Parcel recipients appreciate the speed, reliability and price of the service, as well as the proximity of the pick-up points.

Already, more than 90% of our shipments arrive on the next working day. Our network of almost 2,300 service points and parcel lockers covers the whole of Finland. We add new parcel lockers to our network every week, and there are already almost 1,000 of them. We regularly monitor the filling rates of our lockers and constantly increase the capacity of the most congested areas and lockers to ensure that as many parcels as possible can be delivered directly to the consumer's preferred pick-up point.

Tracking and managing incoming parcels as well as returning and sending them should be as easy as possible for customers. Matkahuolto's Paketit app is a tool that makes everyday life easier for consumers, allowing them to track and manage parcels. During 2022, we further developed the Paketit app based on feedback from users.

Our efficient parcel services are based on our production model, which we continued to develop. We concentrated parcel deliveries to overnight shipments and increasingly directed their handling to automated logistics terminals. This allows online shoppers to receive their parcel as expected, ideally the day after placing their order. At the same time, we expanded our service network to ensure that a service point with extensive opening hours is as close as possible.

### Carbon-neutral parcel service

As a responsible company, we offer our customers environmentally friendly services. In line with our Climate Roadmap, we reduce emissions from transport through measures such as efficient route planning and a shift to renewable energy sources. Our goal is to be a zero-emission parcel operator by 2030. Since the beginning of July 2022, our parcel services have been carbon neutral because we offset the emissions they cause.

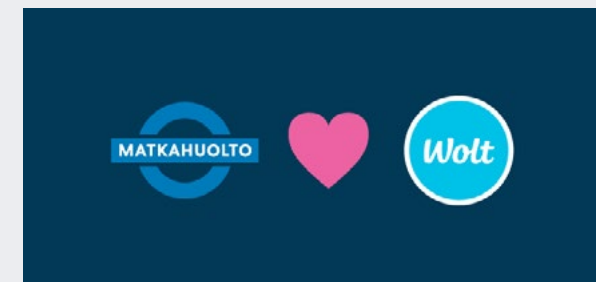
### Entering 2023 from a good position

The turn of the year did not bring a change to the uncertain market outlook, but quite the opposite. Finland's economic growth is projected to be very low or even negative in 2023. However, Matkahuolto's expectations for growth in package services are positive. We believe that our excellent reputation and efficient operating practices will enable us to continue increasing volumes and market shares. We will continue to develop our services, with a particular focus on digital services, such as the mobile app used by customers.

## Parcels delivered to your door within an hour

In autumn 2022, Matkahuolto and Wolt, a technology company, launched a partnership that allows parcels to be delivered to your doorstep in as little as an hour. Buying a Wolt delivery is easy in the Matkahuolto Paketit app.

"Matkahuolto's long-standing experience and expertise in online shopping deliveries combined with Wolt's local express services and technology provide a unique offering for our e-commerce and consumer customers. This cooperation will further strengthen our customer experience and create a basis for the development of completely new types of services also in the future," says Kati Nevalainen, Director of Parcel Services and Service Network.





## ENHANCEMENT OF THE CUSTOMER EXPERIENCE

# Changing customer needs at the centre of development

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Matkahuolto's 90-year history demonstrates the company's ability to serve its customers as their needs change. The evolutionary path has been extensive and the environment has changed enormously in many respects. In the early days of the company, passenger traffic grew strongly, while in the last decade the focus of growth has been on parcel traffic as online shopping has increased rapidly. The world around us has changed, but by focusing on our customers and seizing the opportunities presented by change, Matkahuolto has maintained its position as a reliable and well-known service provider and partner in its field.





The wishes and needs of our customers are shaped by many trends, such as urbanisation, digitalisation, e-commerce growth and climate change. In recent years, we have also faced exceptionally large market shocks, such as the pandemic and Russia's war of aggression against Ukraine. In order to meet our customers' needs, we have been transforming our business for years, taking a holistic approach to improving our services and efficiency.

### Strong brand recognition and reputation

Our aim is to be at the forefront of both passenger/carrier services and parcel services, which can only be achieved through continuous development of services and operations. Our starting position is good, as Matkahuolto already has an excellent level of brand recognition and reputation. In the Brand Valuation Survey conducted by Taloustutkimus and Alma Media in the summer of 2022, Matkahuolto was rated as the best-known and most respected brand in the industry, both as a provider of passenger services and parcel services. As many as 98% of Finns are familiar with Matkahuolto. Our parcel services received the highest scores in the industry for customer satisfaction, as well as the best NPS score for referral interest. Also

in passenger services, our customer satisfaction and referral index were among the best in the industry.

To achieve our ambitious business goals, we started working on a brand and customer experience strategy, defining the position we want to achieve and the means to get there. A clear strategy will help us focus on the areas where we can make progress towards our goal. By working on our brand, we seek a deep understanding of our customers' expectations and needs. We set our objectives based on our brand valuation, our reputation, our customers' needs and our critical competitive factors. We also took a very holistic approach by engaging our stakeholders in the development process.

### Quality delivery

Our brand and customer experience strategy demonstrates how we want to create value for our customers and differentiate ourselves from our competitors. It shapes the way we engage with our customers and partners and provides clear and inspiring tools to serve our customers in both physical and digital encounters. We want to focus on our customers, serve them smoothly and seamlessly, and constantly innovate and think boldly. We communicate with our customers honestly

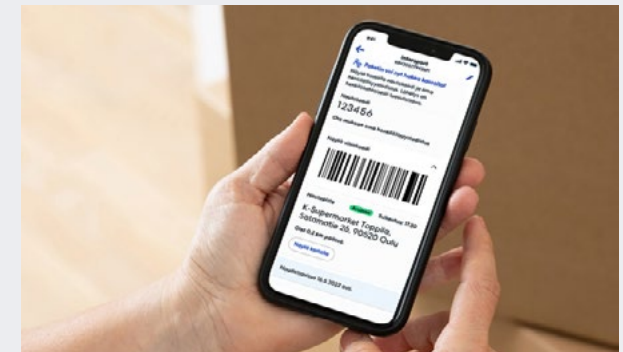
and genuinely, but when the situation allows, there can also be a twinkle in the corner of our eye. We are an agile organisation, and believe in the power of dialogue and close collaboration to rapidly align our customer pathways and service delivery across our nationwide network. We can only deliver better services to our customers through effective cooperation along the entire production chain. Our brand promise is "Matkahuolto helps parcels and people get to their destination reliably". Delivering on the customer promise involves better management of service situations and keeping the promise at all stages of the customer journey and in all encounters.

Besides various digital solutions, the rise in popularity of e-commerce, digitalisation and the transformation of the logistics and travel sectors mean that the expectations of our customers and partners are constantly growing. Changes create room for bold new services and products. An example of this is the partnership we started with Wolt in autumn 2022: our customers sometimes need a parcel delivered quickly to their home, and now it can be done in as little as an hour. This reflects our determination to boldly develop our services according to customer needs.

## Better customer experience through service design

Digital services and their development are integral to Matkahuolto's operations. Digital services allow customers to plan routes, purchase tickets, track parcels and much more from their own phone or computer. For services to work the way the customer wants them to, their design must be based on the customer experience and their implementation requires smooth cooperation across the organisation. By definition, service design aims to design services that are customer-oriented and based on people's needs.

Matkahuolto has been investing in service design for years, involving external experts, but also increasing its own resources over the years. The principles of service design are applied to the development of all digital consumer services, but also increasingly to services for business customers, such as the development of the Parcels business portal to be launched in early 2023.





SUSTAINABILITY

# Sustainability at the core of what we do

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**Sustainability is at the core of Matkahuolto's operations. We provide customer-oriented passenger and parcel services that help people and goods move in an environmentally friendly way. We are involved in enabling smooth public transport in Finland. Our handprint is bigger than our footprint, meaning that our positive impact on our stakeholders and the surrounding society outweighs the negative environmental impact of our activities. We are constantly striving to increase this ratio by reducing our environmental impact and increasing our positive impact. Sustainability is at the core of business development - it cuts across our organisation and is part of our everyday work. It will help us create a better future.**







# Matkahuolto - More important than its size would suggest

Matkahuolto’s approach to promoting sustainable development is based on the needs and wishes of our stakeholders, our own values and the importance of sustainability issues for Matkahuolto. Among other things, we are able to influence environmentally friendly transport solutions in our parcel services and support the sustainable lifestyle of Finns through the products and services we offer to carriers. The most relevant sustainability themes defined in cooperation with our stakeholders cover the environment, people, society and the economy and can be summarised as: we look after our employees, we are an attractive partner and service provider, we generate positive environmental impacts, and our activities benefit the wider society. By investing in the development of these essential themes, we will achieve the greatest possible positive impact. We report on the implementation of our sustainability programme in our Annual Report and Sustainability Report, which is published every year. The 2022 publication is the first Annual Report and Sustainability Report in which we report

with reference to the GRI standards. PricewaterhouseCoopers (PwC) has reviewed the equivalence of the GRI standards.

Based on the materiality analysis, we developed a sustainability programme, which was approved by Matkahuolto’s Board of Directors in January 2021. The programme includes thematic objectives and indicators to monitor their achievement. As part of our sustainability programme, we also assess the UN Sustainable Development Goals, which are supported by most of our objectives.

### Significant progress

The most significant improvements in 2022 focused on reducing the environmental impact of Matkahuolto and its partners. We aim to achieve carbon neutrality and halve emissions by 2030, and during 2022 we drew up a roadmap to implement emission reductions. We have also signed the international Science Based Targets initiative (SBTi). In our sustainability reporting, we refer to the GRI standards for the first time, and the

GRI content index can be found on the last page of this publication. . At the beginning of 2023, we signed the UN Global Compact initiative, which commits us to promote all the goals set and to report on our performance under the corporate responsibility initiative on an annual basis.

**We respect internationally recognised human rights in all our operations and ensure that we comply with the principles of the UN Global Compact initiative. In climate work, we promote the goal of limiting the global temperature increase to no more than 1.5 degrees Celsius, based on the latest climate science. We committed to the Science Based Targets initiative in autumn 2022.**

## UN Sustainable Development Goals

We promote the UN Sustainable Development Goals. We have selected five Goals and seven subgoals (Targets) that are the most relevant to us. By striving to attain these, we can attain the best possible outcomes, whether by reinforcing the positive impacts of our activities or by preventing their negative impacts on people, the environment, the economy and society at large. This is not to say that the other goals are unimportant to us, but our primary focus is on attaining the primary goals and their subgoals.



**Goal 4:** Quality education (Targets 4.4 and 4.7)

**Goal 8:** Decent work and economic growth (Targets 8.1 and 8.8)

**Goal 13:** Climate action (Target 13.1)

**Goal 16:** Peace, justice and strong institutions (Target 16.5)

**Goal 17:** Partnerships for the Goals (Targets 17.17)



# Sustainability management and structure and composition of Matkahuolto's administration

The company's shareholders exercise their decision-making power at the General Meeting. The General Meeting is convened at least once a year to deal with matters stipulated by the Limited Liability Companies Act and the company's Articles of Association, including the election of Board members. The Annual General Meeting is convened annually by the end of April. Two General Meetings have been held in 2022: the Annual General Meeting, which dealt with the matters stipulated by the Limited Liability Companies Act and the company's Articles of Association, and one Extraordinary General Meeting, which decided on certain changes to the composition of the Board of Directors.

The Board of Directors of Matkahuolto sees to the administration of the company and the proper organisation of its operations. It is responsible for the proper organisation of the

company's accounting and financial control and approves the company's strategy. The current Board has eight members and no committees. The Board meets regularly 11 times a year and more often if necessary. In 2022, the Board convened 16 times.

Matkahuolto's Board of Directors approves Matkahuolto's sustainability programme, its key objectives and amendments, and monitors the implementation of the sustainability programme. Progress on the sustainability programme is reported to the Board of Directors on a regular basis. The management team and a number of key employees form the sustainability steering group, which meets on a quarterly basis. The CEO and the rest of the management team confirm the key policies, decide on the implementation of measures and monitor the execution of the sustainability programme and attainment of its objectives.

The Legal Affairs and Sustainability Unit is responsible for leading and implementing the sustainability programme and for its monitoring and reporting. In practical terms, sustainability is promoted across the different functions of the organisation, each of which is responsible for implementing measures in its own area.

The development of sustainability must take into account the constantly changing operating environment and the views of stakeholders. We live in a networked world and we can only achieve our goals through close cooperation. We will therefore continue our active dialogue with our stakeholders and update our programme according to their needs. We are also actively developing our knowledge and skills to contribute to sustainable development across all functions and at all levels of the organisation.

## MANAGEMENT DIVERSITY

Board diversity until 27 December 2022, %

| Age (y)  | Women | Men |
|----------|-------|-----|
| All *)   | 50    | 50  |
| under 30 | 0     | 0   |
| 30-50    | 0     | 0   |
| over 50  | 50    | 50  |

\*) 6 member of the board

Board diversity from 28 December 2022, %

| Age (y)  | Women | Men |
|----------|-------|-----|
| All *)   | 25    | 75  |
| under 30 | 0     | 0   |
| 30-50    | 13    | 25  |
| over 50  | 13    | 50  |

\*) 8 member of the board

Management Team diversity in the year 2022, %

| Age (y)  | Women | Men |
|----------|-------|-----|
| All *)   | 44    | 56  |
| under 30 | 0     | 0   |
| 30-50    | 33    | 45  |
| over 50  | 11    | 11  |

\*) 9 member of the management team



# Identifying and reviewing material corporate responsibility issues

We conducted a thorough materiality analysis in 2020, looking at the relevance of the issues to our stakeholders and the economic, social and environmental impacts of our activities. First, we focused on the identification of potential sustainability themes and areas by means of an extensive background study in which we considered other companies engaged in this line of business, legislation and a range of standards. In addition to the study, we conducted 16 in-house interviews which also involved members of the management team. We also conducted a stakeholder survey and interviews to explore the needs and expectations of the stakeholders, and obtained 558 responses. They included corporate customers, consumers, employees, owners, partners and other stakeholders. After this, we conducted 31 interviews with the representatives of key stakeholders. The interviewees included board members, employees, owners, corporate customers, partners, authorities, organisations and associations. The stakeholder expectations were analysed and prioritised based on the findings of the survey and interviews, which were reviewed by internal workshops in consultation with key individuals, the management team and board of directors. The workshops discussed the impacts of our operations on the environment, society and the economy and their implications for the business. Based on these discussions, we identified and prioritised areas which eventually became the four main themes of our sustainability programme and their sub-themes and objectives. The timeliness of Matkahuolto's materiality statement is assessed annually as part of the sustainability management process, and so far no changes have been made to the list of material issues compared to the previous period. However, the key performance indicators of the sustainability programme have been supplemented and the relevant changes have been approved by the Board of Directors.





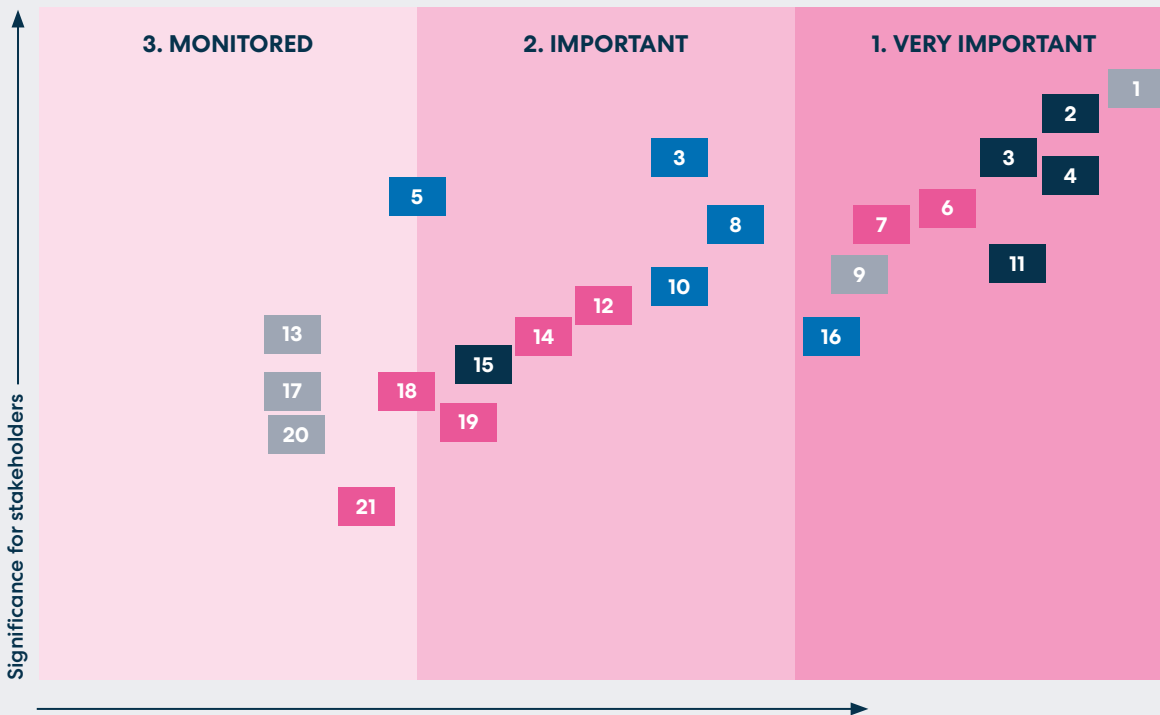
# Materiality analysis

Matkahuolto's first comprehensive sustainability programme was adopted by the Board of Directors in January 2021. This programme is based on a materiality assessment conducted in 2020 that outlined the sustainability themes and goals that are the most important for us and for our stakeholders, and the indicators used to monitor progress.

The materiality assessment involved examining how important these themes are for our stakeholders and what the economic, social and environmental impacts of our operations are. The purpose of this was to find the themes which we can influence through our actions, which our stakeholders expect us to address actively, and in which we ourselves particularly wish to promote sustainable development. We identified four themes of major relevance: We look after our employees; We are an

attractive partner and service provider; We generate positive environmental impacts; and Our activities benefit society at large.

As part of our sustainability programme, we evaluated all of the UN Sustainable Development Goals and their subgoals (Targets).



|     |  |  |
|-----|--|--|
| 1.  | Promoting environmentally friendly transport solutions   |  |
| 2.  | Ensuring a customer-oriented approach with excellent service and reliability                                 |  |
| 3.  | Nationwide partner, linker of carriers and promoter of public transport                                      |  |
| 3.  |  |  |
| 4.  | Offering safe and high-quality products and services   |  |
| 5.  | Sustainable business and long-term profitability   |  |
| 6.  | Good corporate culture and governance  |  |
| 7.  | Employee health, wellbeing and safety  |  |
| 8.  | Renewal through sustainable, customer-oriented innovations   |  |
| 9.  | Promoting sustainable mobility and consumption by offering sustainable products and services                 |  |
| 10. | Offering services important for the functioning of society in sparsely populated areas and small communities |  |
| 11. | Partnerships and cooperation to promote sustainable development  |  |
| 12. | Responsible human resources practices  |  |
| 13. | Increasing the use of renewable energy and energy efficiency in our own functions                            |  |
| 14. | Skills improvement and training  |  |
| 15. | Sustainable delivery chain management  |  |
| 16. | Compliance with regulations and ethical business principles  |  |
| 17. | Circular economy, including efficient waste management   |  |
| 18. | Motivation and commitment  |  |
| 19. | Diversity and equal opportunities  |  |
| 20. | Developing and adding sustainable, renewable packagings  |  |
| 21. | Good employer image  |  |

Significance of economic, social and environmental impacts (Matkahuolto perspective)

- We look after our employees
- We are an attractive partner and service provider
- We generate positive environmental impacts
- Our activities benefit society at large



# Sustainability programme

| Sustainability programme KPIs  | Year 2020 | Year 2021                  | Year 2022 | Target   | Target year   | Indicator  |
|--|-----------|----------------------------|-----------|--|---|--|
| <b>We look after our employees</b>   |           |                            |           |  |   |  |
| Score for corporate culture  | 3,8       | 3,8                        | 3,8       | 4/5  | 2023  | Wellness at work survey, total score in manger survey  |
| Score for management   | 4.0       | 4.0                        | 4.0       | 4.2/5  | 2023  |  |
| Excellent level in manager survey  | 394       | 399                        | 388       | 405  | 2023  |  |
| Reduction of accident frequency  | 62.1      | 45.1                       | 36.3      | 40   | 2023, Zero accidents in the long term                   | Accident frequency   |
| Reduction of sick leaves, %  | 5,7       | 7,0                        | 4,7       | 4.0  | 2025  | Number of sick leaves, %   |
| <b>We are an attractive partner and service provider</b>   |           |                            |           |  |   |  |
| A national partner working to deepen and broaden cooperation, in particular to promote sustainable development * |           |                            |           | Continuous improvement   |   | Matkahuolto's sustainability services have been used by different carriers, no. per year. Carrier satisfaction with Matkahuolto's sustainability services, on a scale of 1-5 |
| Provision of first-rate service, NPS:  |           |                            |           |  |   |  |
| - buying tickets online  | 65        | 59                         | 63        | Continual improvement of the customer experience   |   | NPS (Net Promoter Score)   |
| - sending a parcel   | 72        | 74                         | 74        |  |   |  |
| - picking up a parcel  | 74        | 75                         | 75        |  |   |  |
| <b>We generate positive environmental impacts</b>  |           |                            |           |  |   |  |
| Total emissions, tCO <sub>2</sub> e **   | 13,812    | -                          | 13,860    | 2025: Reducing Matkahuolto's emissions by 12% from 2020 levels<br>2030: Reducing Matkahuolto's emissions by 50% from 2020 levels, carbon neutral in all our activities |   | Carbon dioxide emissions, tCO <sub>2</sub> e   |
| And biogenic emissions, Scope 1 and 3  | 37        | 46                         | 297       |  |   |  |
| Direct emissions (Scope 1), tCO <sub>2</sub> e   | 843       | 771                        | 757       |  |   |  |
| Indirect emissions (Scope 2), tCO <sub>2</sub> e   | 931       | 1,858                      | 849       |  |   |  |
| Indirect emissions (Scope 3), tCO <sub>2</sub> e   | 12,037    | Non-comparable calculation | 12,252    |  |   |  |
| Support for sustainable lifestyles   |           |                            |           | Increasing awareness of sustainable lifestyle choices, with particular reference to sustainable mobility   |   | Regular communications on an annual basis according to the communications plan   |
| <b>Our activities benefit society at large</b>   |           |                            |           |  |   |  |
| Sustainable business and its economic impacts on society   |           |                            |           |  | Creating economic value (profits) and shareholder value | Indicator(s) defined as part of the work on strategy and ownership strategy  |
| Number of employees trained on ethical guidelines, %   |           |                            | 40%       | 100%   | 2023  | Number of trained employees, %   |
| Number of suppliers committed to ethical guidelines, %   |           |                            |           | 100%   | 2024  | Number of committed suppliers, %   |

\* New indicator: to be reported for the first time in the 2023 report

\*\* No comparable figure is available for 2021 (calculation extended in 2022 from 2021). The total emission value for 2020 has been updated, see chapter Carbon Footprint 2022 in the report.



# Continuous dialogue with our stakeholders

| Stakeholder                                       | Means of and channels for interaction  | Sustainability topics and themes important for the stakeholder  | Examples of Matkahuolto measures in 2022  |
|---|--|---|---|
| <b>Corporate customers</b>                        | Meetings, materials, events, websites, newsletters, surveys, customer feedback   | Reliable and quick parcel deliveries. Reporting greenhouse gas emissions CO <sub>2</sub> e, reducing emissions, providing carbon neutral transport.   | Gradual expansion of the new dispatching system and operating model in order to provide customers with a more expedient and more cost-effective service. Reducing Matkahuolto's greenhouse gas emissions (CO <sub>2</sub> e) in line with the company's climate roadmap.  |
| <b>Consumer customers</b>                         | Daily customer meetings, customer feedback channels, websites, social media channels, newsletters, surveys, events, consumer surveys   | Smooth and simple transactions. Comprehensive timetable information and ticketing. Reliable parcel deliveries that are expedient and affordable and delivered as near as possible. A service network covering the whole of Finland. Environmentally friendly transport.   | Expanding the Trips and Tickets app with new regions and ticket products. Transferring season and series tickets from travel cards to the app. New pilot projects for demand-responsive transport, and other new mobility projects. Development of the Paketit app and other digital parcel services, such as the pick-up code. Providing carbon neutral transport. Developing the service network in line with customer needs. |
| <b>Owners (carriers)</b>                          | AGM, briefings, events, newsletters, extranet, training, surveys   | Increasing ownership value. Promoting nationwide public transport. Developing and offering digital passenger and carrier services, and boosting carrier competitiveness.  | Developing the Matkassa service package. Planning and offering connected mobility, e.g. by expanding the Trips and Tickets app. Transferring season and series tickets from travel cards to the Trips and Tickets app. Customer satisfaction surveys for carriers.  |
| <b>Personnel</b>                                  | Daily dialogue, orientation discussions, team meetings, target and development discussions, personnel surveys, briefings, intranet, other internal communications channels, training | Improving employee skills. Supporting employee wellbeing. Improving working practices. Ensuring a physically and mentally safe working environment.   | Expanding the range of MOppi online training courses. Implementing the Early intervention model. Opportunity to work remotely. Implementing a safety app to report occupational safety issues. Publication of a model for the prevention of inappropriate treatment. Developing a culture of accountability.  |
| <b>Suppliers and other partners</b>               | Meetings, events, newsletters, surveys, training   | Stable business. Continuity. Clear cooperation models. Reliability of delivery and short delivery times. Promoting measures consistent with sustainable development.  | Increasing distribution efficiency. Continuous process development with partners. Prioritising sustainability in partner selection. Investing in carbon-neutral products and services in key procurements.  |
| <b>Authorities and other public bodies</b>        | Meetings, events, surveys, external communications   | Improving the digital competence of carriers and developing digital services. Accessibility of public transport through modern, nationwide timetable and ticketing systems. One-stop shop for public transport routes and services. Cost-effective services with consideration for climate and environment aspects. | Digitalisation of tickets. Expanding demand-responsive transport. Exploring the views of various stakeholders in order to preserve interchangeability of tickets nationwide.  |
| <b>Organisations and educational institutions</b> | Websites, events, newsletters, surveys   | Remote ticketing services. Route planner services.  | Studies for enabling remote ticketing services. Offering an online route planner service.   |
| <b>Media</b>                                      | Events, meetings, media releases and pitches   | Communicating developments related to operations, finances and the needs of customers and other stakeholders, and answering questions from the media.   | Active media briefings and responding to journalists' inquiries.  |



## EMPLOYEES

# We look after our employees

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Matkahuolto's main competitive factor is our skilled, thriving and productive employees, who are managed skilfully and with a coaching approach. We want to be a supportive and fair working community with a strong team spirit and open interaction. The ability to work together smoothly became of major asset in 2022. We had to react to rapid changes in our operating environment and at the same time invest in our internal development projects. Indeed, 2022 can be described as a busy year of change.





At the end of 2022, we employed 590 (722) people. The decrease in the number of employees was influenced by the development of the organisation to match the changed operating environment, which led to continued digitalisation of services, renewal of the production model and changes in the service point network. New roles were created especially for the development of business activities and other functions.

### Key indicators in line with objectives

The measures taken during 2021 to improve employee wellbeing and motivation, as well as preventive measures, paid off and sickness absence decreased from 7% to 4.7%. Absences due to both musculoskeletal disorders and mental health challenges fell significantly.

We also achieved our target by reducing the frequency of accidents at work to 36.3 from 46.2 in the previous year. We measure the incidence of accidents per one million hours worked, Total Recordable Injury Frequency (TRIF). We have a general policy for promoting safety at work, which includes, among other things, safety objectives and rules, as well as guidelines for action. We also train employees in safety at work through online and on-site training.

We also have a Safety at Work app for all our employees, which allows them to report near misses and accidents anonymously. The number of reported incidents increased and the corrective and preventive actions taken led to an improvement in safety at work during the reporting year. We monitor accident frequency trends and regularly assess risks and hazards in

the workplace. We have been a member of the Zero Accident Forum since 2021.

### Flexible operating models to enhance coping

To maintain well-being at work, we rely on close cooperation between occupational health care, supervisors and employees. We support our employees in balancing work and leisure by offering flexible work arrangements to suit different life situations. By shortening working hours or lightening job duties, we aim to restore the working capacity of such employees and to bring their workload to a level at which they are able to continue working. We also offer extensive telecommuting opportunities within the framework of our “The way we work” model.

## Minttu Puolakanaho enjoys her new role

When the Porvoo branch of Matkahuolto closed its doors in spring 2022, Minttu Puolakanaho's duties and place of work changed at the same time. Minttu's diverse experience of more than 16 years in customer service was put to good use when she joined the Passenger Services division's Customer Service Centre as a service advisor.

Although the 6-person team is based at Matkahuolto's office on Kaivokatu, Minttu generally responds to customer calls and feedback from her home office. Her duties are varied. “I respond to our customers' feedback and help them solve many problems, such as ticket cancellations and route enquiries. There are also some questions about timetables. Every day there are several contacts through different channels, it is difficult to calculate an average number. Usually the beginning of the week is the busiest,” says Minttu.

The change of duties, especially working remotely, took some getting used to at first, but now she is content. Minttu feels that Matkahuolto is a good employer, even though changes have come at a rapid pace. “Communication among my team is excellent and I can quickly get help from my colleagues when needed. And yes, positive feedback from customers always improves the working day,” she continues.



Minttu Puolakanaho  
etätöissä kotonaan.





In addition to occupational health care services, we support employee wellbeing and coping with an early intervention model to proactively identify problems potentially undermining working capacity, with a substance abuse programme, with mental health support services and with employee benefits and campaigns designed to encourage healthy lifestyle choices. We offer the same employee benefits to full-time and part-time employees, as well as permanent and fixed-term employees.

#### New types of skills

Changes in our operating environment constantly increase our skills requirements, and at the same time our employ-

**Each individual's personal development objectives are addressed in annual appraisal discussions.**

ees want to develop their skills and abilities. Each individual's personal development objectives are discussed in annual appraisal discussions, on the basis of which areas of development and channels used are selected. We encourage everyone to develop their professional skills by offering a wide range of learning and development opportunities.

In spring 2021, we introduced the MOppi online training platform, addressing production duties, supervisors' skills in managing working capacity issues, safety at work, and so on. The platform remained in active use during 2022 and we increased its training offerings, which were mainly produced in-house. The popularity of the platform is reflected in the high grades and

Number of new employees by age group and gender, 31 Dec 2022

|              | Women | Men | All |
|--------------|-------|-----|-----|
| 24 and under | 14    | 30  | 44  |
| 25-34        | 6     | 11  | 17  |
| 35-44        | 7     | 8   | 15  |
| 45-54        | 8     | 7   | 15  |
| 55-62        | 4     | 1   | 5   |
| 63 and over  | 1     | 1   | 2   |

Number of employees training sessions

|   | 2022  | 2021  |
|---|-------|-------|
| Number of training sessions per year            | 1,798 | 1,848 |
| Internal (MOppi) and external online trainings  | 1,743 | 1,486 |
| Internal and external local and Teams trainings | 55    | 79    |
| Available online courses on the MOppi platform  | 28    | 22    |



high usage of the courses, with 1,743 study sessions in 2022. In early 2023, the platform was further developed to make training more targeted and easy to find.

### Equal opportunities for all

We wish to offer our employees equal opportunities to succeed and develop in their work. Equal treatment is a principle followed in recruitment, allocation of duties, career advancement and pay policy. Our aim is to offer fair and motivating pay for work done. The majority (77% in 2022) of Matkahuolto's employees are covered by collective agreements, so their pay is in line with these agreements. Others are paid on the basis of the demands of their job and their performance.

We have a diverse and multicultural workforce, which is an asset to our company culture. As a working community, we treat

**We have a diverse and multicultural workforce, which is an asset to our company culture.**

everyone equally, fairly and equitably, regardless of gender, age, ethnicity, sexual orientation or any other personal characteristic. We have a zero tolerance policy for discrimination, harassment, abuse or inappropriate behaviour under all circumstances.

In 2022, we developed a model for preventing inappropriate treatment and rolled it out across our organisation by disseminating information to supervisors and employees. The model includes concrete guidelines on how to deal with inappropriate treatment. We also provided training on the ethical principles adopted early in the year. In addition to the 22 classroom training sessions around Finland, there was also online training on ethical principles. We also launched a change to make job titles gender-neutral. In 2023, we will focus on the key themes of our social responsibility, in particular corporate culture and leadership.

#### Employees diversity in 2022, %

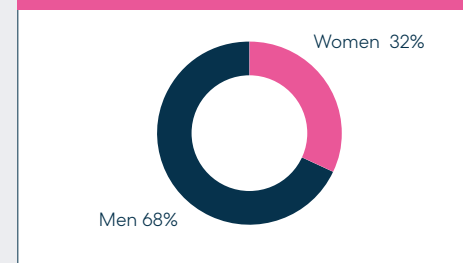
| Age (y)  | Women | Men |
|----------|-------|-----|
| All *)   | 32    | 68  |
| under 30 | 8     | 25  |
| 30-50    | 14    | 33  |
| over 50  | 10    | 10  |

\*) 590 people on 31 December 2022

#### Number of employees and gender distribution in 2022

|                               | Women      | Men        | All        |
|-------------------------------|------------|------------|------------|
| <b>Employees, 31 Dec 2022</b> | <b>188</b> | <b>402</b> | <b>590</b> |
| Permanent employees           | 174        | 378        | 552        |
| Fixed-term employees          | 14         | 24         | 38         |
| Full-time employees           | 138        | 255        | 393        |
| Part-time employees           | 21         | 57         | 78         |
| Temporary employees           | 29         | 90         | 119        |

#### Gender distribution of employees in 2022, %





PARTNERSHIPS

# We are an attractive partner and service provider

.....

We reinforce our partnerships and help carriers to improve their operations and sustainability. We focus on sustainable delivery chain management and improving the customer experience.





Since the beginning, our core mission has been to act as a service and marketing company for the bus and coach industry. While that remains our core mission, our growth and digitalisation have enabled us to offer a wide range of travel, transport and logistics services and a digital interaction and cooperation platform for a wider network of carriers.

In addition to carriers, our partners include public authorities, cities and municipalities, as well as business customers, such as online stores. We bring operators together through our network, allowing services to be developed and provided both nationally and locally. We intend to further extend and intensify our cooperation with our current partners and with potential new ones.

#### Responsible procurement

We expect our contractual partners to comply with the law, respect human and labour rights as well as take into account the environmental impact of their activities. Our partners must commit to complying with the ethical principles established by Matkahuolto for its partners or their own principles containing equivalent requirements. We also expect our partners to support our work to achieve carbon neutrality and reduce our carbon footprint. This means that procurement must be in line with the measures in the carbon roadmap.

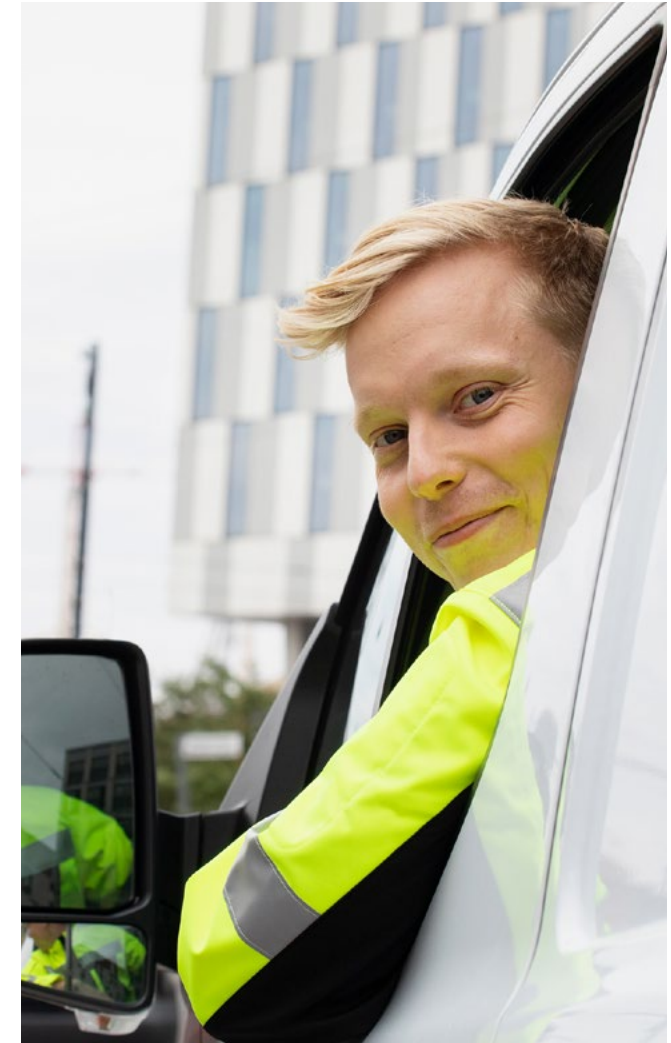
#### Nationwide transport and logistics services

We continued to improve our digital solutions and service network in the year under review. We developed the Trips and

## Procurement must be in line with the measures in the carbon roadmap.

Tickets app and will extend it to season and series tickets during 2023. In parcel services, we further expanded our network of service points, enhanced our transport network and invested heavily in improving our production network to better serve our customers throughout Finland.

Sustainability is a key principle in the way our network works. It is important for us that our partners also follow the principles of environmental, human and social responsibility in their operations.





CLIMATE AND ENVIRONMENT

# We generate positive environmental impacts

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Matkahuolto's main environmental impact comes from carbon dioxide emissions, of which around 10% comes from the company's own sources and the rest from the value chain, which consists mainly of subcontracted transport and purchased products and services. In 2020, Matkahuolto set a goal to be carbon neutral by 2030. To achieve our ambitious emissions target, we created a detailed plan in 2022 called the Matkahuolto Climate Roadmap 2030.





Our roadmap includes Matkahuolto's goal of halving its emissions by 2030 from the 2020 level, an analysis of the emission reduction measures and their effectiveness, and a timetable for the measures. During 2022, we took climate work to a new level by involving different functions in the objectives and practices. Our commitment to the international Science Based Targets initiative (SBTi), which we signed in autumn 2022, also demonstrates our commitment to climate action. According to our commitment, we base our climate goals on the latest climate science and support the Paris Climate Agreement's objective of limiting global temperature increase to no more than 1.5 degrees Celsius.



Most of our emissions come from transports for our parcel services, which are mainly handled by the trucks and vans of our partner network. The share of buses in parcel transport is decreasing, as is the share of our own vans. The key ways to reduce emissions from parcel transport are fossil-free fuels, route optimisation, adopting more ecological driving behaviours and combining transports.

During 2022, we continued to electrify our transport fleet and in early 2023 we switched to biodiesel. The transition to lower-emission fuels is also underway in our partners' fleets, in line with the Climate Roadmap timetable. We collect up-to-date information on our network's fuel consumption and sustainability plays a big role in partner selection. We share infor-

mation about our goal and the means to achieve it with our partners. Through our own goals, we aim to support the transformation of the logistics sector as a whole.

During 2022, we promoted the use of a new and more efficient dispatching system. We also focused on optimising transport routes and filling rates, combining transports and prioritising the use of HCT vehicles. At the terminals, we optimised the filling rate of transport units. Besides transport, we are also reducing our emissions in our buildings, both by improving energy efficiency and by switching to green electricity. During spring 2023, we will build and implement an environmental management system called EcoCompass, which is based on the ISO 14001 standard and owned by the Finnish Association for Nature conservation.

**Carbon-neutral parcel transport**

Our customers are increasingly interested in environmental impacts. The average carbon dioxide emission from parcel transport is 374 CO<sub>2</sub>e (380 CO<sub>2</sub>e in 2021). Since July, we have

## Climate roadmap guides towards carbon neutrality

Matkahuolto aims to be carbon neutral by 2030, both in its internal functions and in the services it provides. The goal of carbon neutrality means cutting emissions by half compared to 2020 levels. The goal is ambitious and the range of means is wide. The Climate Roadmap prepared in 2022 includes almost 50 different measures to reduce emissions.

Climate action was already initiated in 2020, when Matkahuolto's carbon dioxide emissions were estimated to be 17,200 tCO<sub>2</sub>e. Most of these were caused in the value chain and only about 10 per cent by internal functions. In 2022, emissions totalled 13,858 tCO<sub>2</sub>e, meaning a reduction of xx per cent. Switching from fossil fuels to renewable sources is an important aspect of both our internal measures and those of our service network. The electrification of transport and new solutions, such as hydrogen technology, will support future zero-emission logistics. On the other hand, the use of digitalisation as a means of continuous improvement will enable the optimisation of routes and driving patterns, as well as more efficient handling of parcels. So there are many ways forward on the road to carbon neutrality.





offered all our parcel customers fully carbon neutral transport by offsetting the emissions through participation in certified carbon sink projects in India and Finland. Offsetting emissions from parcel transport is an intermediate step towards carbon neutrality.

We promote the circular economy by optimising the use of materials, recycling them and improving waste management. In parcel services, our customers - online stores, other businesses and consumers - are largely responsible for selecting packaging materials and for packing the parcels to be transported. We encourage them to use recyclable packaging and to pack their parcels as densely as possible. For our consumer customers, we offer RePack packages made of recycled polypropylene, which can be reshipped dozens of times.

#### **We promote a sustainable lifestyle**

We support a sustainable lifestyle for consumers by providing public transport services together with our partners and encouraging people to use them. Private cars generate a substantial percentage of the carbon footprint of Finns. The average emissions per kilometre travelled by bus and coach in Finland are only about a third of those of passenger cars. This is why efficient public transport is an important factor in Finland's goal for carbon neutrality.

We promote the demand for public transport by offering our customers nationwide timetable and ticketing services and by developing digital services that facilitate the use of public transport, such as our connected mobility and demand-responsive transport solutions. With these services, we aim to make public transport a genuinely competitive alternative to private cars.

With regular publicity about the benefits of public transport, we aim to increase public awareness of sustainable mobility, to influence images and attitudes related to it and to change citizens' behaviour in favour of environmentally friendly public transport.





# Carbon footprint in 2022

Matkahuolto's carbon footprint was 13,860 tCO<sub>2</sub>e in 2022. Comparable emissions for 2020 were 13,812 tCO<sub>2</sub>e. Our emissions calculation covers the greenhouse gas emissions of the entire company and domestic parcel services. We first calculated our carbon footprint in 2020, which is the base year against which we compare emission trends in subsequent years. In the 2022 reporting year, we added biogenic emissions to the calculation and replaced cost-based counting with more accurate data-based counting. This led to a recalculation of the 2020 base year carbon footprint to enable comparability.

The calculation was done in accordance with the Greenhouse Gas (GHG) Protocol. The calculation also took into account the Corporate Value Chain (Scope 3) standard and complementary guidelines. We use, for example, the UK DEFRA factors commonly used in the industry, which also take into account other climate-warming greenhouse gases, converting them into carbon dioxide equivalents (CO<sub>2</sub>e).

## Sources of emission factors used in our calculations:

- Fuels: Greenhouse gas reporting: DEFRA Conversion factors
  - Electricity and district heating: Energy companies, Energy Authority, Statistics Finland
  - Purchased goods and services and fixed assets: Exiobase
  - Other sources of emission data: Fortum Ympäristönetti, Greenhouse gas reporting: conversion factors (Defra), LIPASTO, Liikennefakta, RePack
- Matkahuolto committed to the Science Based Targets (SBTi) initiative in autumn 2022. By 2030, Matkahuolto aims

to be carbon neutral and halve its total carbon dioxide emissions in absolute terms compared with 2020.

In the calculation of the carbon footprint, we have been supported by Gaia Consulting, an independent company that also carried out a critical review of the calculation and issued a statement of approval in February 2023.

## In 2022, we publicly reported all emissions deemed relevant for Matkahuolto in the following way:

- Scope 1: Greenhouse gas emissions from fuel use (delivery vehicles and company cars)
- Scope 2: Indirect GHG emissions (electricity and district heating used in our own activities)
- Scope 3: Other indirect greenhouse gas emissions (sub-contracted transport, purchased goods and services, fixed assets, fuel production and energy transmission losses, other emission sources)
- We also report our biogenic carbon dioxide emissions for essential business activities, i.e. the use of fuels in our own and our subcontractors' vehicles.

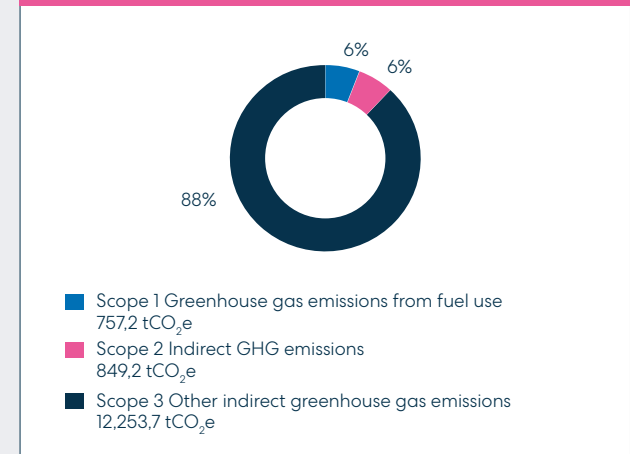
Figure: Carbon footprint of Matkahuolto in 2022

Our carbon footprint is equivalent to 5,024 thousand litres of petrol and 19,775 single return flights between Helsinki and New York in economy class.

## Emissions calculation results

Emissions from the company's own activities are scope 1 and 2 emissions from the fuel used by Matkahuolto's vehicles and emissions from purchased energy. In 2022, the carbon dioxide emissions from our own activities decreased slightly to 1,606 tCO<sub>2</sub>e from 2020 (1,774 tCO<sub>2</sub>e in 2020). In total, carbon dioxide emissions from our own activities were 12% of our total emis-

## Carbon footprint of Matkahuolto (tCO<sub>2</sub>e) in the year 2022



Our carbon footprint is equivalent to 5,024 thousand litres of petrol and 19,775 single return flights between Helsinki and New York in economy class.

sions. The best way to reduce these emissions is through better fuel and vehicle fleet choices, by choosing energy from renewable sources and by making our operations more efficient.

During 2022, we streamlined our logistics network and centralised our operations for our own sites. In our new premises, we have paid particular attention to energy efficiency, and our aim is to improve the energy efficiency of all our premises in the long term. An increasing proportion of our sites use electricity generated by Fortum's hydropower, and currently 90% of the electricity consumed on our sites





is from renewable energy sources. For the remaining 10% of electricity consumption on our sites, we have obtained guarantees of origin, i.e. green electricity certificates, from VENI Energy. In calculating our emissions, the reduction in emissions from our own activities was also due to the fact that we managed to further clarify the property and origin data of our energy consumption.

During spring 2023, we will introduce the EcoCompass environmental management system based on ISO 14001, which supports goal-oriented and measurable environmental work. This will also engage employees in environmentally friendly practices throughout the organisation.

The majority of Matkahuolto's carbon footprint comes from indirect scope 3 emissions in the value chain, which amounted to 12,254 tCO<sub>2</sub>e in 2022 (12,038 tCO<sub>2</sub>e in 2020). This represents almost 90 per cent of the company's total emissions.

Most of these emissions arise from the transport of parcels (55%) and purchased goods and services (31%). In 2022, the total scope 3 emissions from transport (WTW, well-to-wheel, taking into account the whole life cycle of fuels) was 6,741 tCO<sub>2</sub>e (6,792 tCO<sub>2</sub>e in 2020).

The renewal of Matkahuolto's production network started this year, and for example, parcels have been increasingly transported by trucks instead of buses in trunk deliveries. We have also introduced HCT vehicles for trunk deliveries and piloted joint distribution with other operators. We have further improved the optimisation of distribution routes by extending the use of the new dispatching system.

Matkahuolto aims to offer fossil-free parcel transport to its customers by 2030. At the beginning of 2023, Matkahuolto's delivery vans and diesel-powered company cars will switch to using renewable diesel. By the target year, we will also gradually move towards clean transport for transports carried out by our partners.

### TTW emissions per parcel 374 gCO<sub>2</sub>e

Our TTW emissions per parcel were 374 gCO<sub>2</sub>e in 2022 (379 gCO<sub>2</sub>e in 2021 and 392 gCO<sub>2</sub>e in 2020).

Our calculation of the footprint of Parcel Services is compliant with the SFS-EN 16258 standard, which contains the methodology for the calculation and declaration of energy consumption and GHG emissions of transport services (freight and passenger), published in 2014. The SFS-EN 16258 standard

does not account for carrying freight on passenger buses. Therefore, emissions for parcels carried on buses are determined on the basis of the increase in emissions that they cause. Emissions caused by the increase in fuel consumption caused by the parcels are allocated to the parcels. Simulation calculations performed by an external party are used to determine the increase (%) in fuel consumption.

| Total emissions (TONNES, CO <sub>2</sub> e)                    | 2022          | 2021         | Baseline 2020 |
|--|---------------|--------------|---------------|
| <b>Direct emissions (Scope 1)</b>                              | <b>757</b>    | <b>771</b>   | <b>843</b>    |
| Own vehicles (delivery vehicles and company cars)              | 757           | 771          | 843           |
| <b>Indirect emissions (Scope 2), market-based</b>              | <b>849</b>    | <b>1 858</b> | <b>931</b>    |
| Purchased electricity (market-based)                           | 68            | 1 034        | 519           |
| Purchased electricity (location-based)                         | 370           | 891          | 587           |
| Purchased district heating (market-based)                      | 781           | 824          | 412           |
| Purchased district heating (location-based)                    | 781           | 835          | 445           |
| <b>Other indirect emissions (Scope 3)</b>                      | <b>12,254</b> |              | <b>12,037</b> |
| Subcontracted transport (WTW) <sup>1)</sup>                    | 6,741         | 7,221        | 6,792         |
| Purchased goods and services                                   | 3,750         |              | 3,578         |
| Fixed assets   | 1,296         |              | 825           |
| Fuel production and energy transmission losses                 | 183           |              | 203           |
| Other emission sources <sup>2)</sup>                           | 283           |              | 640           |
| <b>Biogenic emissions, Scope 1 and 3 (Cat. 4)<sup>3)</sup></b> | <b>297</b>    | <b>46</b>    | <b>37</b>     |
| <b>TTW emissions per parcel, gCO<sub>2</sub>e</b>              | <b>374</b>    | <b>379</b>   | <b>392</b>    |

Baseline 2020 calculation updated to 2022. All figures are rounded in the calculation.

<sup>1)</sup> New indicator 2022: biogenic emissions. The figures are rounded.

<sup>2)</sup> Subcontracted transport for 2020 and 2021 updated to WTW emissions.

<sup>3)</sup> Travel between home and work, business travel, waste, disposal of sold products.



SOCIETY AT LARGE

# Our activities benefit society at large

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Our activities have a wider societal impact beyond their direct effects, for example through their contribution to public transport and the business of our network of partners. Everything we do is governed by the relevant legislation, regulations and guidelines and by our ethical principles.





Our aim is for our business to be economically profitable in the long term. This will ensure the continuity of our operations and our potential for providing employment and making investments, and also for generating added value for our owners and for society at large. We seek profitability by promoting sustainable business operations.

It is also important for us that our business operations generate value for society at large beyond their direct impacts. Through our nationwide network, our activities have a major economic impact both throughout Finland and locally in different regions. We indirectly employ a large number of Finnish entrepreneurs, such as carriers and agents, who are significant operators in their respective areas.

#### **Sustainably produced public transport and parcel services across Finland**

Comprehensive and smooth transport connections increase the attractiveness of public transport and hence sustainable mobility throughout Finland. We offer our services nationwide in all regions, contributing to the accessibility and vitality of sparsely populated areas and small towns. We also support public transport by providing municipalities and cities with demand-responsive transport services that complement their own network.

We aim to increase the number of tickets we sell each year by improving the matching of supply and demand and by increasing the capacity utilisation rate of our means of transport. In 2022, we sold 8 million tickets. Passenger numbers rose after the lifting of the Covid-19 restrictions, but were still lower than in 2019, the year before the pandemic, when we sold 13 million tickets.

The Trips and Tickets app is the first nationwide connected mobility app that we have developed. It already covers more than 95% of our country's regular scheduled traffic. With the Routes and Tickets app, you can plan your entire journey and

## **In 2022, we organised three owner info events to provide updates on our operations and financial performance.**

buy the necessary tickets in one go. During 2023, the app will also cover season and series tickets. For users, the app means a more flexible and better service, and for carriers, a cost-effective solution. The app eliminates the need for paper tickets and reduces the environmental impact of public transport.

In Parcel Services too, our aim is to provide a smoothly running and comprehensive national service network that is near all Finns. Our service point network currently includes almost 2,300 service points, of which more than 700 are parcel lockers.

#### **Code of Conduct for employees and partners**

We are committed to complying with the law and regulations and maintaining high ethical standards.

We comply with all applicable legislation, regulations and guidelines in our operations.

In 2022, Matkahuolto did not have any major cases of non-compliance with laws and regulations, confirmed cases of bribery or legal actions related to competition law violations, cartels or abuse of monopoly position.

In 2021, we developed an internal Code of Conduct, which was presented to employees in February 2022. It was communicated to all employees through 22 training sessions. In addition, training was provided on the MOppi online training platform. In 2022, we also developed a Code of Conduct for our suppliers and partners, which will be implemented in early 2023.

The number and nature of all incidents reported through the whistleblower channel will be communicated to the Board of Directors of Matkahuolto. The main responsibility for the overall oversight of the Code of Conduct rests with the company's General Counsel, who also serves as the company's Compliance Officer. He or she is also responsible for ensuring that any investigations are carried out in accordance with the company policy. Supervisors oversee compliance with the Code of Conduct in the course of daily business operations and ensure that all employees are aware of and understand its significance and content. Reports of breaches of the ethical principles will be duly discussed with either the supervisor and/or the company's Compliance Officer. Reports submitted through the WhistleB channel will be investigated in accordance with the whistleblower policy. If the principles of the Code of Conduct are breached, this may lead to sanctions for the person committing the breach. Matkahuolto's whistleblower channel and instructions for reporting can be found on the company's website at <https://www.matkahuolto.fi/ilmoituskanava>. In 2022, no cases of breaches of the Code of Conduct were reported through the whistleblower channel.

We regularly assess the risks in our operations and their likely consequences. Sustainability risks are also part of our risk management.



# GRI-indeksi Matkahuolto 2022

Matkahuolto reports with reference to GRI standards (with reference to, GRI 1: Foundation 2021).

| GRI STANDARD  | What is reported   | Where found  | Additional information   |
|---|--|--|--|
| <b>General disclosures</b>  |  |  |  |
| <b>GRI 2: General Disclosures 2021</b>                                      | <b>The Organisation and its Reporting Practices</b>  |  |  |
|   | 2-1 Organisational details   |  | Matkahuolto, limited company, headquartered in Helsinki, Finland   |
|   | 2-2 Entities included in the sustainability reporting  |  | Sustainability reporting includes, as Group companies, the subsidiary Trimico Oy (no business activity) and one real estate company whose activities are limited to owning and managing real estate. Both companies have a marginal impact on sustainability reporting and have been added to the parent company's data for GRI reporting.   |
|   | 2-3 Reporting period, frequency and contact point for further information                      |  | Reporting period: 1 January to 31 December 2022. Reporting frequency: annual. Report published on 3 April 2023. Contact point: <a href="https://www.matkahuolto.fi/yhteystiedot">https://www.matkahuolto.fi/yhteystiedot</a>   |
|   | 2-4 Restatements of information  |  | No changes to previously reported data.  |
|   | 2-5 External assurance   |  | The report has not been externally verified.   |
|   | <b>Activities and Workers</b>  |  |  |
|   | 2-6 Activities, value chain and other business relationships                                   | Value creation model, p. 8   |  |
|   | 2-7 Employees  | Key indicators, p. 4<br>Staff, p. 23<br>Administration and financial statements, p. 43-51  |  |
|   | <b>Governance</b>  |  |  |
|   | 2-9 Governance structure and composition   | Report of the Board of Directors, p. 43<br>Structure and composition of Matkahuolto's administration and sustainability management, p. 18<br>Administration and financial statements, p. 43-51 |  |
|   | 2-10 Election process for members of the Board of Directors                                    |  | The shareholders exercise their power to elect the members of the Board of Directors at the General Meeting. If necessary, the shareholders shall appoint from among themselves a committee to prepare the appointment of the Board members. The committee's task is to assess the skills required for the Board of Directors based on the company's situation and needs, and to prepare a proposal on the Board members to the General Meeting. |
| 2-11 Position of the Chair of the Board of Directors                        |  | The Chair of the Board of Directors is independent of the company and its shareholders. The tasks and more detailed role of the Chair are set out in the Board's Rules of Procedure.           |  |
| 2-12 Role of the Board of Directors in overseeing the management of impacts | Structure and composition of Matkahuolto's administration and sustainability management, p. 18 |  |  |



| GRI STANDARD                                       | What is reported  | Where found  | Additional information   |
|--|---|--|--|
| <b>General disclosures</b>                         |   |  |  |
| <b>GRI 2: General Disclosures 2021</b>             | 2-13 Delegation of responsibility for assessing impacts                         | Structure and composition of Matkahuolto's administration and sustainability management, p. 18 |  |
|  | 2-14 Role of the Board of Directors in sustainability reporting                 | Sustainability management, p. 18   | The Board of Directors adopts the sustainability programme, its objectives and any necessary amendments, and regularly monitors the progress of the sustainability programme. The Board of Directors approves the financial statements, including the report on operations.  |
|  | 2-15 Avoiding potential conflicts of interest                                   |  | Avoiding potential conflicts of interest is included in the Rules of Procedure of Matkahuolto's Board of Directors, and conflict of interest investigations are carried out accordingly.   |
|  | 2-16 Communication of critical concerns   | Code of Conduct for staff and partners, p. 34  |  |
|  | 2-17 Developing the Board's sustainability skills                               |  | The Board consults experts from inside and outside the company to the extent required.   |
|  | 2-18 Evaluation of the Board's sustainability skills                            |  | The Board evaluates its activities at regular intervals in accordance with the self-evaluation method.   |
|  | 2-19 Remuneration of senior management (Board of Directors and Management Team) |  | The shareholders decide at the General Meeting on the remuneration to be paid to the members of the Board of Directors. The Board of Directors decides on the remuneration of the company's CEO and, on the proposal of the CEO, approves the members of the company's Management Team and the principles to be followed in the remuneration and incentive bonuses of the staff. The remuneration of the members of the company's Management Team is approved on a "one-over-one" basis by the Chairperson of the Board of Directors on the proposal of the CEO, in accordance with the company's remuneration policy.   |
|  | 2-20 Process to determine remuneration  |  | The process for determining the remuneration of senior management and the principles of staff remuneration are laid down in the Board's Rules of Procedure. Remuneration consists of four components: financial, development, staff benefits, and community spirit and support. Incentive rewards are available to a very limited group of staff, whose remuneration criteria are approved by the Board of Directors. For the majority of staff, salaries are determined on the basis of collective agreements. The salary of staff members who are not covered by a collective agreement is determined on the basis of their duties. Salary levels and staff benefits are determined taking into account general developments in the sector and other relevant factors. |
|  | <b>Strategy, Policies and Practices</b>   |  |  |
| 2-22 Statement on sustainable development strategy | Report of the Board of Directors, sustainable development, p. 43                |  |  |



| GRI STANDARD                           | What is reported   | Where found   | Additional information   |
|--|--|---|--|
| <b>General disclosures</b>             |  |   |  |
| <b>GRI 2: General Disclosures 2021</b> | 2-23 Policies and commitments  | Sustainability at the core of what we do, p. 16<br>Code of Conduct for staff and partners, p. 34<br>We generate positive environmental impacts, p. 29   | The <b>UN Sustainable Development Goals (SDGs)</b> include a commitment to promote the five Sustainable Development Goals (SDGs) and seven subgoals, which we can influence through our Sustainability Programme. The SDGs have been approved by Matkahuolto's Board of Directors.<br><b>Our Code of Conduct</b> includes the following commitments: We respect internationally recognised human rights in all our operations and ensure that we comply with the principles of the UN Global Compact initiative. We also expect our partners to comply with the law, respect human and labour rights as well as take into account the environmental impact of their activities. Matkahuolto's Code of Conduct for the company and its suppliers have been approved by the company's Board of Directors.<br><b>The international and comparable Science Based Target initiative (SBTI)</b> includes a commitment to support the Paris Climate Agreement's objective of limiting global temperature increase to no more than 1.5 degrees Celsius. The commitment applies to the entire company, its parcel services and its subcontractors and service network throughout Finland. Commitment to SBTi has been approved by the Sustainability Steering Group (= extended management team). Matkahuolto's climate targets and key emission reduction measures have been approved by the Board of Directors of Matkahuolto.<br>The <b>Global Compact corporate responsibility initiative</b> (January 2023) includes a commitment to comply with international obligations relating to working conditions, human rights, the environment and the prevention of corruption. |
|  | 2-24 Embedding policies and commitments                                      | Structure and composition of Matkahuolto's administration and sustainability management, p. 18<br>Code of Conduct for staff and partners, p. 34   | Matkahuolto's Legal Affairs and Sustainability Unit is responsible for the content of policies and commitments, their updates and online training for staff. There is online training on the Code of Conduct and sustainability that every employee must complete. Matkahuolto's Board of Directors monitors the implementation of the Code of Conduct training as part of the Sustainability Programme. The Code of Conduct for suppliers is included in Matkahuolto's General Terms and Conditions and our partners are expected to comply with them. Matkahuolto's Board of Directors monitors suppliers' commitment to the Code of Conduct as part of the Sustainability Programme as of 2023. The Management Team and a number of key employees form the Sustainability Steering Group, which discusses sustainability issues on a quarterly basis. The CEO and the rest of the Management Team confirm the key policies, decide on the implementation of measures, and monitor the execution of the Sustainability Programme and attainment of its objectives.   |
|  | 2-25 Processes to remediate negative impacts                                 | Code of Conduct for staff and partners, p. 34   |  |
|  | 2-26 Mechanisms for seeking advice on ethical standards and raising concerns | Code of Conduct for staff and partners, p. 34   |  |
|  | 2-27 Compliance with laws and regulations                                    | Code of Conduct for staff and partners, p. 34   |  |
| 2-28 Membership associations           |  | Membership associations: Finnish Business & Society ry, Linja-autoliitto ry, Logistiikkayritysten Liitto ry, Liikenteen dataekosysteemi, Kaupan Liitto, Suomen matkailualan liitto (SMAL) ry, Autoliikenteen työnantajaliitto ry (ALT), ITS Finland ry, Marketing Finland, Matkailufoorum, Tivia, ASML – Suomen Asiakkuusmarkkinointiliitto ry, Wave, asiakaspalveluverkosto. |  |



| GRI STANDARD                                     | What is reported   | Where found   | Additional information  |
|--|--|---|---|
| <b>General disclosures</b>                       |  |   |   |
| <b>GRI 2: General Disclosures 2021</b>           | <b>Stakeholder Engagement</b>  |   |   |
|  | 2-29 Approach to stakeholder engagement  | Continuous dialogue with our stakeholders, p. 22  | Listening to the needs and expectations of our stakeholders and smooth cooperation with them is an important part of Matkahuolto's operations. We engage in regular interaction with our stakeholders via a range of channels.  |
|  | 2-30 Staff covered by collective bargaining agreements                         | We look after our employees, p. 23  |   |
| <b>Materiality</b>                               |  |   |   |
| <b>GRI 3: Material Topics 2021</b>               | <b>Material Sustainability Topics</b>  |   |   |
|  | 3-1 Process to determine material sustainability topics                        | Materiality analysis, p. 19-20.   |   |
|  | 3-2 Material sustainability topics   | Materiality analysis, p. 19-20  |   |
|  | 3-3 Management of material topics  | Sustainability management, p. 18<br>Sustainability programme, p. 21<br>We look after our employees, p. 23<br>We are an attractive partner, p. 27<br>We generate positive environmental impacts, p. 29<br>Carbon footprint calculations, p. 32<br>Our activities benefit society at large, p. 34 |   |
| <b>GRI 200 Economic Sustainability Standards</b> |  |   |   |
| <b>GRI 201: Economic Performance 2016</b>        | <b>Economic Performance</b>  |   |   |
|  | 201-1 Direct economic value generated and distributed                          | Financial statements, p. 43-51  |   |
| <b>GRI 203: Indirect Economic Impacts 2016</b>   | <b>Indirect Economic Impacts</b>   |   |   |
|  | 203-2 Significant indirect economic impacts and their extent                   | Value creation model, p. 8<br>Passenger and carrier services, p. 9-10<br>Parcel services, p. 12-13  |   |
| <b>GRI 205: Anti-Corruption 2016</b>             | <b>Anti-Corruption</b>   |   |   |
|  | 205-1 Operations assessed for risks related to corruption                      |   | Corruption risks have been assessed as low in the company's overall risk mapping. Risks related to corruption have been further analysed when planning the implementation and targeting of the company's anti-corruption policy. Due to the low risk level, no separate assessment of corruption risks per business line has been carried out..                         |
|  | 205-2 Communication and training about anti-corruption policies and procedures | Code of Conduct for staff and partners, p. 34   | One of the principles of the company's Code of Conduct concerns the fight against corruption. The Code of Conduct has been widely communicated to the company's staff through training in 2022. Anti-corruption guidance at a more detailed level has been given to the company's management and to those who deal with public authorities in the course of their work. |



| GRI STANDARD   | What is reported   | Where found  | Additional information   |
|--|--|--|--|
| <b>GRI 205: Anti-Corruption 2016</b>                   | 205-3 Confirmed incidents of corruption and actions taken  |  | No incidents in 2022.  |
| <b>GRI 206: Anti-Competitive Behaviour 2016</b>        | <b>Anti-Competitive Behaviour</b>  |  |  |
|  | 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices                   |  | No incidents in 2022   |
| <b>GRI 300 Environmental Standards</b>                 |  |  |  |
| <b>GRI 305: Emissions 2016</b>                         | 305-1 Direct (Scope 1) GHG emissions   | Carbon footprint in 2022, p. 32                      |  |
|  | 305-2 Indirect (Scope 2) GHG emissions   | Carbon footprint in 2022, p. 32                      |  |
|  | 305-3 Other indirect (Scope 3) GHG emissions   | Carbon footprint in 2022, p. 32                      |  |
|  | 305-5 Reduction of GHG emissions   | We generate positive environmental impacts, p. 29-32 |  |
| <b>GRI 308: Supplier Environmental Assessment 2016</b> | 308-1 New suppliers that were screened using environmental criteria                                      | Code of Conduct for staff and partners, p. 34        | The Code of Conduct for suppliers was approved by Matkahuolto's Board of Directors in February 2023. So far, suppliers have not been screened using environmental criteria.  |
| <b>GRI 400 Social Sustainability Standards</b>         |  |  |  |
| <b>GRI 401: Employment 2016</b>                        | 401-1 New employee hires and employee turnover   | We look after our employees, p. 23                   |  |
|  | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | We look after our employees, p. 23                   |  |
| <b>GRI 402: Labour/Management Relations 2016</b>       | 402-1 Minimum notice periods regarding operational changes   |  | The minimum notice periods required by law are observed in the case of transfers of business and change negotiations.  |
| <b>GRI 403: Health and Safety 2018</b>                 | 403-1 Health and safety management systems and their coverage  | We look after our employees, p. 23                   |  |
|  | 403-2 Risk identification, assessment and investigation of incidents                                     | We look after our employees, p. 23                   | Matkahuolto uses an occupational safety application, RiskiPulssi, to guide Matkahuolto's occupational safety activities to ensure that any deviations detected are responded to in an appropriate manner. Joint meetings of the health and safety committees are held three times a year. Workplace hazards and risks are regularly assessed.  |
|  | 403-3 Occupational health services   | We look after our employees, p. 23                   |  |
|  | 403-4 Employee involvement in the management and development of health and safety at work                |  | Matkahuolto employees have the opportunity to make safety observations via the RiskiPulssi application. The workplaces are also subject to regular hazard and risk assessments and visits to the workplace, as well as occasional inspections by the Regional State Administrative Agency (AVI). Our employees have the opportunity to make their voice heard, either directly or through a representative. In 2022, 18 health and safety committee meetings and 3 joint health and safety committee meetings were held at workplaces. 314 occupational safety observations were made in 2022. |





| GRI STANDARD   | What is reported   | Where found  | Additional information  |
|--|--|--|---|
| <b>GRI 400 Social Sustainability Standards</b>       |  |  |   |
| <b>GRI 403: Health and Safety 2018</b>               | 403-5 Training on occupational health and safety   |  | In Matkahuolto, a one-day health and safety training and first aid training was organised for the members of the health and safety committee in 2022. The MOppi online learning platform provides staff with training modules such as occupational safety training, ADR training and training on how to use the RiskiPulssi application.  |
|  | 403-6 Health promotion services and programmes   |  | In addition to medical care, Matkahuolto's occupational health care includes additional mental health support services.   |
|  | 403-7 Prevention of occupational health and safety problems throughout the value chain     |  | In Matkahuolto, problems are prevented throughout the value chain by customer-specific agreements for contract customers and by general product and transport terms for contract and consumer customers, which include the conditions for the transport of dangerous goods (ADR). In addition, problems are prevented through internal production guidelines and practices, safety measures throughout the value chain and the RiskiPulssi reporting channel. |
|  | 403-9 Work-related injuries and fatalities   |  | No fatal accidents at work in 2022. Frequency of accidents at work, LTI-1 = 24.2 and TRIF = 33 in 2022. 23 workplace risk assessments were carried out in 2022.   |
|  | 403-10 Work-related diseases and fatalities  |  | Matkahuolto is not aware of any suspected cases of occupational disease or fatalities in 2022. The handling of parcels has resulted in musculoskeletal disorders, but there is a comprehensive induction programme, ergonomics training and a mentoring system to minimise them.  |
| <b>GRI 404: Training and Education 2016</b>          | 404-1 Average hours of training per year per employee                                      | We look after our employees, p. 23                                     | Currently, it is possible for Matkahuolto to report the number of training sessions per year.   |
|  | 404-2 Programmes for upgrading employee skills and transition assistance programmes        |  | Matkahuolto provides supervisor training as part of the management through coaching programme. Training on the Code of Conduct was carried out at the workplaces during spring 2022. The trainings on the online learning platform support a wide range of organisational objectives. Matkahuolto has an induction programme in place.  |
|  | 404-3 Percentage of employees receiving regular performance and career development reviews |  | All (100%) of Matkahuolto employees are covered by performance and career development reviews.  |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b> | 405-1 Diversity of governance bodies and employees   | Sustainability management, p. 18<br>We look after our employees, p. 23 |   |
| <b>GRI 406: Non-Discrimination 2016</b>              | 406-1 Incidents of discrimination and corrective actions taken                             |  | There have been three incidents of inappropriate treatment at Matkahuolto in the travel agency, which were addressed in line with the policy on preventing inappropriate treatment. Occupational health services were also used to find a solution.   |
| <b>GRI 414: Supplier Social Assessment 2016</b>      | 414-1 Suppliers that were screened using social sustainability criteria                    |  | The Code of Conduct for suppliers was approved by Matkahuolto's Board of Directors in February 2023. So far, suppliers have not been screened using social sustainability criteria.   |
| <b>GRI 418: Customer Privacy 2016</b>                | 418-1 Complaints about breaches of customer privacy and loss of customer data              |  | The Data Protection Officer received two privacy-related complaints from consumer customers in 2022.  |

**Linkage between Matkahuolto's material sustainability topics and the GRI standards****Linkage between Matkahuolto's material sustainability topics and the GRI standards**

|  |  |
|--|--|
| Corporate culture and management                         | GRI 401: Employment<br>GRI 402: Labour/Management Relations<br>GRI 405: Diversity and Equal Opportunity<br>GRI 403: Health and Safety<br>GRI 404: Training and Education |
| Health, well-being and safety                            | GRI 403: Health and Safety<br>GRI 404: Training and Education  |
| <b>We are an attractive partner and service provider</b> |  |
| Nationwide partner                                       | GRI 414: Supplier Social Assessment  |
| Provision of first-rate service                          | GRI 418: Customer Privacy  |
| <b>We generate positive environmental impacts</b>        |  |
| Promoting environmentally friendly transport solutions   | GRI 305: Emissions<br>GRI 308: Supplier Environmental Assessment   |
| Support for sustainable lifestyles                       |  |
| <b>We generate positive environmental impacts</b>        |  |
| Sustainable business and its economic impacts            | GRI 201: Economic Performance<br>GRI 203 Indirect Economic Impacts   |
| Regulatory compliance and ethical code of conduct        | GRI 205: Anti-corruption<br>GRI 206: Anti-Competitive Behaviour  |



# Report of The Board of Directors

## 1 JANUARY 2022 TO 31 DECEMBER 2022

Matkahuolto is a 90-year-old Finnish service and marketing company. It provides its customers - consumers, businesses, communities and carriers - with modern travel, transport and logistics services that help people and parcels move easily and quickly throughout Finland.

In recent years, Matkahuolto has invested heavily in developing its services. The company wants to offer its customers the best customer experience in the sector as regards the planning, booking, payment and tracking of trips and parcels.

Sustainability has always been at the core of Matkahuolto's business model. The company aims to promote a positive environmental impact and a sustainable lifestyle by offering a wide range of digital services for travel and transport planning. As part of its adopted sustainability programme, Matkahuolto has set itself the goal of being carbon neutral and halving its emissions by 2030.

The Matkahuolto Group consists of the parent company Oy Matkahuolto Ab, the parent company's fully owned subsidiary Trimico Oy and three partly owned real estate companies.

### Events during and after the period under review

The Covid-19 pandemic had a strong impact on the start of the 2022 financial year. Its impact on the company's two business segments was very different. In parcel services, market growth had previously been very strong, with robust growth expected to continue in the 2022 financial year, but the war in Ukraine weakened the performance due to indirect effects. For the Passenger and Carrier Services business, as for public transport in general, the fall in passenger numbers as a result of the

pandemic had a very strong negative impact. During 2022, passenger numbers started to increase after the restrictions imposed due to the pandemic were lifted at the beginning of the year. However, pre-pandemic passenger numbers were not reached and the full year passenger numbers remained at around 70% of pre-pandemic levels and some of the market-based routes have been replaced by subsidised services. Russia's invasion of Ukraine pushed up fuel prices sharply, negatively affecting the carriers' income. The combined effect challenged the profitability of market-based traffic. Public authorities have increased subsidised transport, which now accounts for a larger share of total transport than before.

Despite the challenging market situation, Matkahuolto continued to make significant investments in improving its Passenger and Carrier Services business. The Trips and Tickets app developed by the company already covers more than 95% of all scheduled services in Finland. The digitalisation of ticket products was also launched in the spring, with the aim of digitalising the majority of products and enabling widespread travel using the app. At the same time, the sale of paper tickets will be discontinued from early 2023. These significant investments in digitalisation will also enable the improvement of the cost structure in a way that supports business profitability.

In parcel services, Matkahuolto's position as the second largest parcel logistics operator in Finland was consolidated, although the very strong market growth after the Covid-19 years stalled as the war started by Russia weakened consumer and business confidence in the economy. The overall market remained stable or contracted slightly. Despite the challenging

market situation, Matkahuolto managed to increase its market share and consolidated its position as Finland's second largest parcel logistics operator. The customer base expanded with several new domestic and international customers.

Matkahuolto continued its systematic work to develop and expand its network of service points. The network of almost 2,300 points now covers the whole of Finland. In line with Matkahuolto's sustainability programme, the company started to offset emissions during 2022, enabling it to offer carbon-neutral parcel services. Offsetting emissions is one intermediate step on the road to completely fossil-free transport by 2030.

In addition to service development, Matkahuolto continued to develop its delivery network for Parcel Services. At the turn of 2021-2022, the company put into operation the Vantaa Logistics Centre, which enables efficient handling of larger volumes of shipments than before. In addition, investments were made in the Tampere Logistics Centre during the year. At the end of the year, a decision was also made to expand during 2023 the role of partners outside the densely-populated areas of Southern Finland, where the operations of several locations will be handed over to partners. The change will enable the company to achieve a flexible, cost-efficient and customer-oriented production model that will promote the development of parcel services to better meet the current and future needs of customers both regionally and nationally. The change in the operating model is also due to the transfer of passenger tickets to digital sales channels during 2023.

Long-term development of operations, services, competitiveness, marketing and communications received concrete results



in the Brand Valuation Survey conducted by Taloustutkimus and Alma Media. In both business segments, Matkahuolto was rated as the most well-known and respected operator in its field. Indeed, Matkahuolto helps parcels and people to get to their destination quickly and efficiently.

### Financial performance

When moving to 2022, Matkahuolto's goal was to become profitable after several years of losses. In the Parcel Services business, growth and profitability were expected to continue to improve, although planned changes to the delivery network would result in one-off costs in the first part of the year. In passenger services, the recovery of mobility was expected to continue and thus contribute to a positive performance in 2022.

However, the outbreak of the war in Ukraine in early 2022 had a negative impact on demand for parcel services in particular, through increased consumer uncertainty and a rapid rise in inflation. Higher fuel costs increased both the cost of transporting parcels and the cost of travel. Travel has yet to return to pre-pandemic levels which had a significant impact on the result for 2022. During the financial year, the digitalisation of products for the Passenger and Carrier Services prod-

ucts was launched, aiming not only at a better customer experience but also at a more efficient cost structure.

Due to the deteriorating general economic situation, Matkahuolto launched an austerity programme in spring 2022, with the main objective of ensuring a positive result. This objective was achieved despite the challenging circumstances.

Group turnover increased slightly from the previous year to EUR 96.7 million (95.2 million). In parcel services, the demand for Matkahuolto's own products strengthened, even though the total volume decreased from the previous year. The increase in the average selling price and higher fuel costs supported the growth in turnover in euros. In the Passenger and Carrier Services business, the volume of travel increased slightly, and the growth in turnover was also supported by the changes in product conditions. In addition, revenue from ticket surpluses increased the turnover.

The Group's operating profit turned positive at €1.6M (-€2.6M) and the profit for the financial year also improved from the previous year reaching €1.7M (-€2.0M). During the financial year, €31.M (€2.6M) of ticket surpluses were recorded. The comparability of the result of the previous financial year was also affected by the reduction in value of €0.5M (€0.0M)

in 2022 and the balance sheet items of €0.9M (€0.6M) sold to improve capital efficiency.

At the end of the financial year, the business operations of the Group mainly consisted of the business operations of the parent company. The result for the financial year strengthened the Group's equity. The measures taken during the financial year to support earnings also resulted in a much stronger operating cash flow than before. The Group's liquidity and the strengthening of the operating cash flow were significantly affected by improvements in operational efficiency, changes in ticket debts recognised under liabilities, and other measures taken during the financial year to support performance.

Despite the challenges posed by the circumstances, Matkahuolto continued to invest in business development and digitalisation, although investments during the financial year decreased to €2.2 million (€5.4 million).

### Employees

At the end of 2022, Matkahuolto employed 590 (722) people. The development of employee numbers in full-time equivalents is shown in the table below. The number of employees was reduced to change negotiations and business disposals.

### Key financial indicators (M€)

| Key financial indicator        | Group |       |      | Parent |       |       |
|--------------------------------|-------|-------|------|--------|-------|-------|
|                                | 2022  | 2021  | 2020 | 2022   | 2021  | 2020  |
| Turnover, M€                   | 96.7  | 95.2  | 92.3 | 96.6   | 95.2  | 91.8  |
| Change in turnover (%)         | 1.5   | 3.2   | -6.2 | 1.5    | 3.7   | -6.0  |
| Operating profit/loss (%)      | 1.6   | -2.7  | 0.1  | 1.2    | -2.9  | -0.3  |
| Return on equity (%)           | 33.2  | -37.3 | 24.8 | 20.6   | -37.4 | -16.8 |
| Return on capital employed (%) | 20.9  | -33.3 | 25.7 | 14.6   | -33.7 | -16.5 |
| Equity-to-assets ratio (%)     | 20.7  | 14.4  | 21.2 | 20.6   | 15.9  | 23.3  |

| Employee numbers in full-time equivalents | Employee numbers |      |      |
|---|------------------|------|------|
|   | 2022             | 2021 | 2020 |
| Group                                     | 519              | 593  | 599  |
| Parent                                    | 519              | 593  | 577  |

| Salaries and fees during the financial period (M€) | Salaries and fees during the financial period (M€) |      |      |
|--|--|------|------|
|  | 2022   | 2021 | 2020 |
| Group  | 21.1   | 22.0 | 21.6 |
| Parent   | 21.1   | 22.0 | 21.4 |



The structure of the employees was marked by a strengthening of the support functions and business operations.

As in the previous year, the average age of employees at the end of 2022 was 38 years. The number of absences due to sickness fell significantly from the previous year to 4.7 (7.0) per cent. The accident frequency rate also developed favourably, falling to 36.3 (45). The long-term target is zero accidents.

The goal of the management of wellbeing at work at Matkahuolto is the competence, wellbeing and performance of the personnel, who are managed skilfully and with a coaching approach.

### Sustainable development

Matkahuolto has adopted a separate sustainability programme, and in 2022 measures were implemented in all four areas of the programme. The Board of Directors of Matkahuolto monitors the programme and the implementation of the sustainability objectives.

The Code of Conduct was adopted by the Board of Directors in late 2021, and the employees were trained in its principles in 2022. At the end of 2022, Matkahuolto's suppliers and partners were presented with a similar code of conduct to which the partner network will be required to commit in the future.

Matkahuolto completed the Climate Roadmap, which includes concrete emission reduction targets and measures to achieve carbon neutrality by 2030. The company committed to the Science Based Targets initiative (SBTi), under which Matkahuolto's climate targets and measures will be validated during 2023. In July 2022, Matkahuolto started offering carbon-neutral transport to its customers. In order to produce carbon-neutral parcel transport, Matkahuolto uses emission offsets alongside its own emission reduction measures. The offsets will be implemented by supporting certified carbon sequestration and emission reduction projects in Finland and India.

In the 2022 calculation, Matkahuolto's emissions per parcel fell from the previous year to 374 gCO<sub>2</sub>e (380 gCO<sub>2</sub>e). Because

the majority of Matkahuolto's emissions are generated by the transport of parcels, the most effective way for the company to reduce its emissions is to improve its transport operations. Therefore, Matkahuolto continued the gradual introduction of its new dispatch systems, optimising transport routes and investing in improving the filling rates of transports. Matkahuolto will switch to renewable diesel for its own diesel vehicles at the beginning of 2023. Subcontracted transport will also switch to fossil-free fuels. 100% green electricity was introduced in the logistics centres and other business locations, the building of an ISO 14001-based EcoCompass environmental management system started in early 2023.

### Operating risks and uncertainties

Risk management is part of Matkahuolto's continuous planning and management system. Key risks are covered by action plans, under which systematic measures are taken to reduce the probability of their materialisation and to mitigate their possible consequences.

The Covid-19 pandemic materialised a business risk in the company's Passenger and Carrier Services segment, with a sudden and prolonged collapse in travel due to an external cause. If a new pandemic were to strike, it could pose considerable financial challenges to the Passenger and Carrier Services business. In the most severe case, a pandemic could challenge the continuity of operations of some public transport operators, with negative consequences for the national transport network.

Public transport and especially passenger transport services have moved increasingly towards a regulated market environment due to the Covid-19 pandemic. The relative share of market-based services of total traffic has declined sharply, and therefore political or regional decisions by the Centres for Economic Development, Transport and the Environment can have a significant impact on the development of Passenger and Carrier Services. In extreme scenarios, some areas would not be able to use Matkahuolto's national ticket products.

In the Parcel Services business, the most significant threats in the near term are related to general economic uncertainty and the ever-intensifying competition. This business also has large customers whose importance to the business is considerable. If prolonged, growing consumer uncertainty may significantly weaken growth expectations for the Parcel Services business and thus affect the development of the company's profitability. However, in the longer term, the Parcel Services market is expected to grow as a whole, and therefore economic uncertainty is expected to have the biggest impact on the year ahead. Competition within the market is expected to continue to intensify. Increased competition has a number of different effects. It will increase consumer choice and maintain active price competition. On the other hand, new services will enter the market and support the overall growth of online shopping. Competition has a positive impact on price levels for consumers, but it challenges the industry to continue to develop cost-effective business models.

In the Parcel Services business, the introduction of new regional business models started during 2022. In some areas of operation, regional partners can play a significant role in the smooth and efficient success of production processes and therefore there is always a risk of disruption in the operation of both the partner network and Matkahuolto's own key logistics terminals, but we try to prepare for these as part of day-to-day operations.

In risk assessment, cybersecurity and information security breaches are identified as key threats for Matkahuolto. At worst, risks in this area may lead to system outages that either prevent product sales or cause production to slow down or halt completely. The company has prepared for these threats with protective measures and by creating a separate information security management model.

Involvement in judicial processes related to business operations and actions in breach of guidelines may cause risks for Matkahuolto. The company regularly evaluates risks involved in compliance with legislation and regulations. The company's



status as a consortium of entrepreneurs increases its risk level particularly with reference to competition law. During 2022, Matkahuolto published a Code of Conduct and updated its competition law guidelines.

Matkahuolto responds to increasing competition on the market by offering new products to cater for the current and future needs of its customers. The company also continues to document its processes and practices and to improve its operating models so as to cost-effectively respond to customer needs and to reduce the risks involved with key employees and core systems.

### Outlook

In sparsely populated areas, passenger numbers and the services offered had been declining for a long time because of urban growth, but the pandemic accelerated this trend considerably. The market shift was so drastic that restoring the service network once the pandemic has died down will probably be a very slow process, even with government subsidies. This will have a significant impact on Matkahuolto's Passenger and Carrier Services business. Despite the downturn in travel and market uncertainties, Matkahuolto continues to develop its Passenger and Carrier Services business. The company's key competitive advantage is its nationwide bus network, which provides a strong foundation for the digitalisation of operations in the coming year.

In the Parcel Services business, the past two years have been a period of structural change and improved profitability. Matkahuolto continues to develop its Parcel Services business so as to offer customers increasingly customised services and the best customer experience on the market. By reinforcing its position as the primary partner of domestic e-commerce, by continuing to build customer relationships with foreign online stores and logistics operators, and by further strengthening its recognition and brand image, Matkahuolto aims to gain a larger share of the parcel market. The strong growth of Matkahuolto's own products is expected to continue in the year

ahead, but due to market uncertainty and increased competition, the growth of revenue from the parcels business will slow down. The company continues to develop its network of production and service points.

In the year under review, the company achieved a profit turnaround. The digitalisation of passenger and carrier services will be promoted, and during the year the sale of trips will move entirely to digital channels. At the same time, a new operating model will be introduced in the Parcel Services business, where a more cost-effective and customer-oriented approach will be developed together with regional partners. During 2023, the focus will be on completing significant changes in business operations and achieving a positive result despite market uncertainties. Once all the changes have been completed, the company's investment capacity and profitability are expected to improve significantly from current levels.

General economic uncertainty, inflation developments and the ongoing war in Ukraine make it challenging to predict the future. If consumer uncertainty increases and consumer demand weakens or global goods flows experience new challenges, this could have a significant negative impact on the overall market, especially for the Parcel Services business. The recovery in travel is expected to continue in the current year, although it is not expected to reach pre-pandemic levels. Having two distinct business operations that nevertheless have synergies has proven to be a vital benefit in these extraordinary times. Matkahuolto's turnover is expected to remain at the level of the year ended or to grow slightly. Earnings performance is subject to uncertainties due to the global situation, but the result is expected to remain slightly positive thanks to operational efficiency gains.

### Company shares

The company shares are distributed as follows:

| Pcs                                    | 2022      | 2021      |
|--|-----------|-----------|
| Category A shares (20 votes per share) | 297,117   | 297,117   |
| Category B shares (1 vote per share)   | 4,442,397 | 4,442,397 |

All shares grant equal rights to dividends and company assets.

If a share is transferred to a party that is not already a shareholder in the company, any shareholder with category A shares shall have the right of redemption in respect of any category A shares thus transferred, and any shareholder with category B shares similarly in respect of any category B shares thus transferred.

The company holds none of its own shares.

### Administration

The members of the company's Board of Directors from 1 January 2022 to 27 December 2022 were:

|                       |              |
|-----------------------|--------------|
| Raija-Leena Söderholm | Chair        |
| Johanna Lehtonen      | Deputy Chair |
| Harry Linnarinne      |              |
| Risto Pekola          |              |
| Terhi Penttilä        |              |
| Matti Viialainen      |              |

and from 28 December 2022

|                  |              |
|------------------|--------------|
| Mika Salokangas  | Chair        |
| Johanna Lehtonen | Deputy Chair |
| Henri Hihnala    |              |
| Lauri Hiltunen   |              |
| Tomi Pienimäki   |              |
| Kennet Svanbäck  |              |
| Maria Timgren    |              |
| Matti Viialainen |              |



The Board of Directors met 16 times in 2022 (12 times in 2021). The attendance rate at meetings of the Board of Directors was 100.0% (98.6%).

Janne Jakola was CEO until 30 September 2022, Teemu Naatula was Acting CEO from 1 October 2022 to 15 January 2023, and Mika Husso started as CEO on 16 January 2023.

The company's auditors are the auditing firm Pricewaterhouse Coopers Oy, with Markku Katajisto, APA, and Mikko Ahtiainen, APA, as principal auditors and Jukka-Pekka Jarva, APA, and Sari Sallinen, APA, as deputy auditors.

#### **Board of Directors' proposal on the disposal of profit**

The unrestricted equity of Oy Matkahuolto Ab according to the balance sheet of 31 December 2022 was EUR 3,995,161.46, of which retained earnings accounted for EUR 2,589,959.70 and the profit for the financial year EUR 1,125,312.98.

The Board of Directors proposes to the Annual General Meeting that the parent company's profit of EUR 1,125,312.98 be recognised under retained earnings and that no dividend be paid.



# Financial statements

## CONSOLIDATED INCOME STATEMENT

| EUR thousand   | 1 Jan – 31 Dec 2022 | 1 Jan – 31 Dec 2021 |
|--|---------------------|---------------------|
| <b>TURNOVER</b>  | <b>96,692</b>       | <b>95,217</b>       |
| Other operating income                                 | 676                 | 270                 |
| Materials and services                                 | -49,068             | -51,438             |
| Personnel costs  | -25,475             | -26,816             |
| Depreciation and reduction in value                    | -2,175              | -3,077              |
| Other operating expenses                               | -19,058             | -16,719             |
| <b>OPERATING PROFIT/LOSS</b>                           | <b>1,592</b>        | <b>-2,563</b>       |
| Financial income and expenses                          | 134                 | 560                 |
| <b>PROFIT/LOSS BEFORE APPROPRIATIONS<br/>AND TAXES</b> | <b>1,725</b>        | <b>-2,003</b>       |
| Income tax   | 0                   | -1                  |
| Minority shares  | 0                   | 10                  |
| <b>PROFIT/LOSS FOR THE FINANCIAL PERIOD</b>            | <b>1,725</b>        | <b>-1,994</b>       |



**CONSOLIDATED BALANCE SHEET – ASSETS**

| EUR thousand                    | 31 Dec 2022   | 31 Dec 2021   |
|---------------------------------|---------------|---------------|
| <b>NON-CURRENT ASSETS</b>       |               |               |
| Intangible assets               | 5,749         | 6,024         |
| Tangible assets                 | 4,890         | 4,588         |
| Investments                     | 269           | 336           |
| <b>TOTAL NON-CURRENT ASSETS</b> | <b>10,908</b> | <b>10,949</b> |
| <b>CURRENT ASSETS</b>           |               |               |
| Inventory                       | 49            | 104           |
| Short-term receivables          | 10,710        | 11,594        |
| Financial securities            | 7,218         | 7,293         |
| Cash in hand and at banks       | 763           | 624           |
| <b>TOTAL CURRENT ASSETS</b>     | <b>18,739</b> | <b>19,615</b> |
| <b>TOTAL ASSETS</b>             | <b>29,647</b> | <b>30,564</b> |

**CONSOLIDATED BALANCE SHEET – EQUITY AND LIABILITIES**

| EUR thousand                              | 31 Dec 2022   | 31 Dec 2021   |
|---|---------------|---------------|
| <b>EQUITY</b>                             |               |               |
| Share capital                             | 2,018         | 2,018         |
| Other reserves                            | 296           | 296           |
| Profit/loss of previous financial periods | 1,996         | 3,990         |
| Profit/loss for the financial period      | 1,725         | -1,994        |
| <b>TOTAL EQUITY</b>                       | <b>6,036</b>  | <b>4,311</b>  |
| <b>MINORITY SHARES</b>                    | 16            | 19            |
| <b>PROVISIONS</b>                         | 175           | 429           |
| <b>LIABILITIES</b>                        |               |               |
| Long-term liabilities                     | 4,127         | 5,054         |
| Short-term liabilities                    | 19,293        | 20,751        |
| <b>TOTAL LIABILITIES</b>                  | <b>23,420</b> | <b>25,805</b> |
| <b>TOTAL EQUITY AND LIABILITIES</b>       | <b>29,647</b> | <b>30,564</b> |

**PARENT COMPANY INCOME STATEMENT**

| EUR thousand   | 1 Jan – 31 Dec 2022 | 1 Jan – 31 Dec 2021 |
|--|---------------------|---------------------|
| <b>TURNOVER</b>  | 96,635              | 95,163              |
| Other operating income                                 | 676                 | 241                 |
| Materials and services                                 | -49,068             | -51,438             |
| Personnel costs  | -25,475             | -26,817             |
| Depreciation and reduction in value                    | -2,609              | -3,305              |
| Other operating expenses                               | -19,008             | -16,591             |
| <b>OPERATING PROFIT/LOSS</b>                           | <b>1,150</b>        | <b>-2,747</b>       |
| Total financial income and expenses                    | -24                 | 496                 |
| <b>PROFIT/LOSS BEFORE APPROPRIATIONS<br/>AND TAXES</b> | <b>1,125</b>        | <b>-2,251</b>       |
| <b>PROFIT/LOSS FOR THE FINANCIAL PERIOD</b>            | <b>1,125</b>        | <b>-2,251</b>       |



## PARENT COMPANY BALANCE SHEET – ASSETS

| EUR thousand                    | 31 Dec 2022   | 31 Dec 2021   |
|---------------------------------|---------------|---------------|
| <b>NON-CURRENT ASSETS</b>       |               |               |
| Intangible assets               | 5,958         | 6,681         |
| Tangible assets                 | 4,840         | 4,523         |
| Investments                     | 195           | 422           |
| <b>TOTAL NON-CURRENT ASSETS</b> | <b>10,992</b> | <b>11,626</b> |
| <b>CURRENT ASSETS</b>           |               |               |
| Inventory                       | 49            | 104           |
| Short-term receivables          | 10,708        | 11,540        |
| Financial securities            | 7,218         | 7,293         |
| Cash in hand and at banks       | 631           | 530           |
| <b>TOTAL CURRENT ASSETS</b>     | <b>18,606</b> | <b>19,467</b> |
| <b>TOTAL ASSETS</b>             | <b>29,598</b> | <b>31,093</b> |

## PARENT COMPANY BALANCE SHEET – EQUITY AND LIABILITIES

| EUR thousand                              | 31 Dec 2022   | 31 Dec 2021   |
|---|---------------|---------------|
| <b>EQUITY</b>                             |               |               |
| Share capital                             | 2,018         | 2,018         |
| Other reserves                            | 280           | 280           |
| Profit/loss of previous financial periods | 2,590         | 4,841         |
| Profit/loss for the financial period      | 1,125         | -2,251        |
| <b>TOTAL EQUITY</b>                       | <b>6,013</b>  | <b>4,888</b>  |
| <b>PROVISIONS</b>                         | 175           | 429           |
| <b>LIABILITIES</b>                        |               |               |
| Long-term liabilities                     | 4,127         | 5,053         |
| Short-term liabilities                    | 19,282        | 20,723        |
| <b>TOTAL LIABILITIES</b>                  | <b>23,409</b> | <b>25,776</b> |
| <b>TOTAL EQUITY AND LIABILITIES</b>       | <b>29,598</b> | <b>31,093</b> |



# Board of Directors



**Mika Salokangas**  
Chairman



**Johanna Lehtonen**  
Vice Chairman



**Henri Hihnala**  
Member



**Lauri Hiltunen**  
Member



**Tomi Pienimäki**  
Member



**Kenneth Svanbäck**  
Member



**Maria Timgren**  
Member



**Matti Viialainen**  
Member

The company's board of directors until 28 December 2022:

- Raija-Leena Söderholm, Chairman
- Johanna Lehtonen, Vice Chairman
- Harry Linnarinne, Member
- Terhi Penttilä, Member
- Risto Pekola, Member
- Matti Viialainen, Member

The highest decision-making body of the company is the Board of Directors appointed by the General Meeting. Of the eight members of the Board, five are independent of the company and its shareholders, and three represent carriers and are, through the company they represent, members of one or more associations that own the company and have a commercial relationship with the company.

Get to know the board and management team  
<https://www.matkahuolto.fi/matkahuolto-as-a-company/company-management>



# Management team



**Mika Husso**  
Managing Director



**Johanna Haanpää**  
Customer Experience and  
Marketing Director



**Riku Korpela**  
Director, Legal and  
Sustainability



**Teemu Naatula**  
Chief Financial Officer



**Kati Nevalainen**  
Director Parcel Services and  
Service Point Network



**Anu Pekurinen**  
Director Passenger and  
Carrier Services (temporary)



**Juha-Pekka Pirvola**  
Sales Manager



**Mika Rajanen**  
Director ICT, Digitalisation and  
Project Office



**Hanna Weckman**  
Human Resources Manager

Get to know the board and management team  
<https://www.matkahuolto.fi/matkahuolto-as-a-company/company-management>

**Oy Matkahuolto Ab**

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FIN-00100 Helsinki

Finland

