

An aerial photograph of a city at sunset, with a large body of water in the foreground and a city skyline in the background. The sky is a mix of orange, yellow, and blue. There are decorative elements: a large light blue '22' in the bottom right, a dark blue curved shape in the top right, and a light blue wavy shape in the bottom left.

Annual Report

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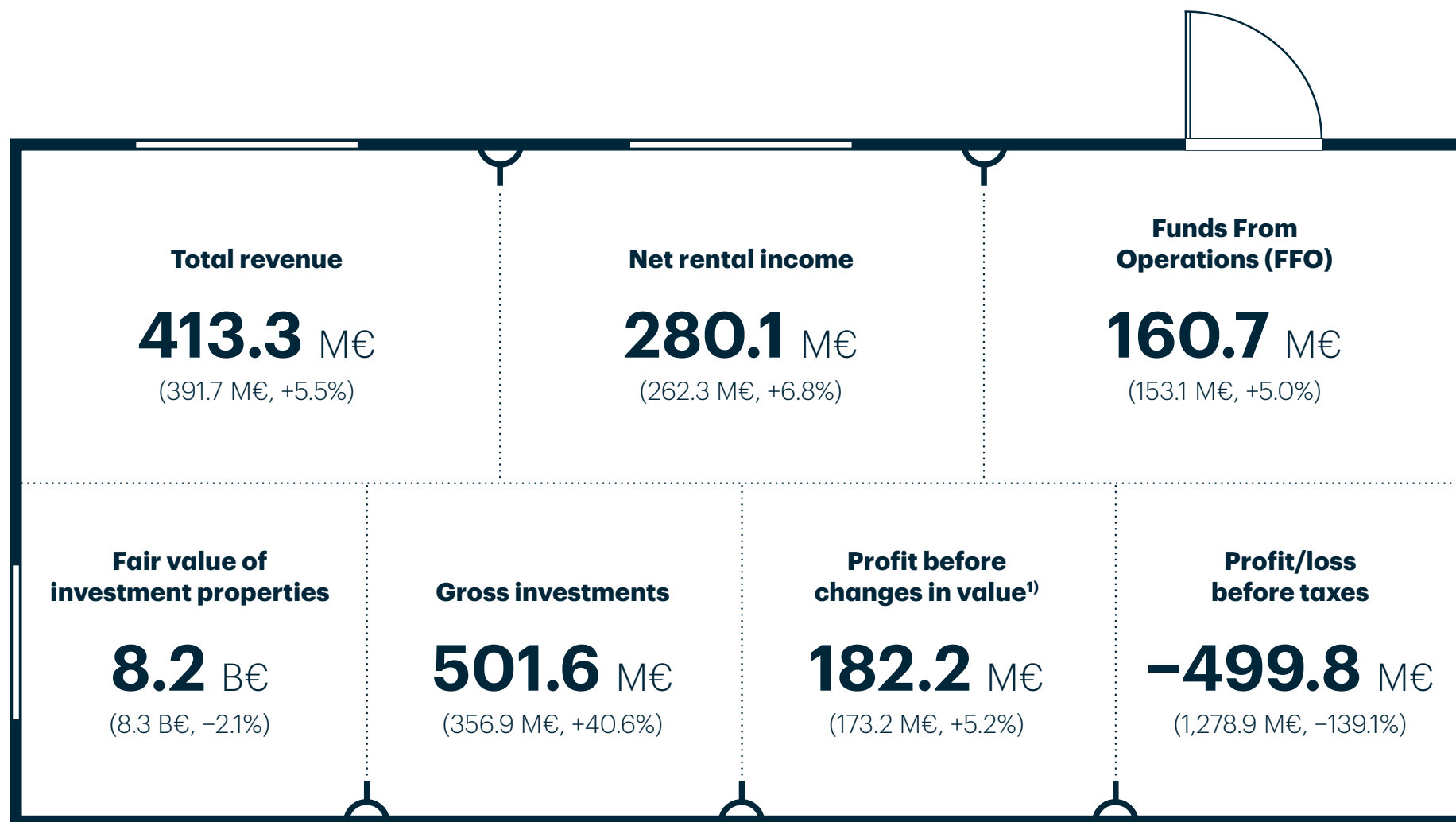


Business

Kojamo is Finland's largest private residential real estate investment company and one of the biggest investors in Finland. Our mission is to create better urban living. Our Lumo brand offers environmentally friendly housing and services for the city dweller who appreciates quality and effortlessness.

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Key figures in 2022



1) Changes in value = Profit/loss on fair value of investment properties

Highlights of the year

February

8 Feb | We agreed on the construction of 49 apartments in Tampere. → [📄](#)

22 Feb | We agreed on the construction of 84 apartments in Turku. → [📄](#)

March

1 Mar | The Green Deal demolition of the old Puotila shopping centre exceeded the 70% recovery rate target. → [📄](#)

2 Mar | We offered to help with emergency housing for Ukrainians. → [📄](#)

15 Mar | We agreed on the construction of 77 rental apartments in Uusi Kemia and Vanha Kemia at Bulevardi 31 in Helsinki. → [📄](#)

31 Mar | We issued a EUR 300 million green bond under our EMTN programme. → [📄](#)

April

25 Apr | We agreed on the construction of 178 apartments in Espoo. → [📄](#)

May

4 May | We expanded our range of sustainable housing services and introduced a Zero-carbon heating service and a carbon footprint test. → [📄](#)

30 May | We published our first Green Bond Impact Report. → [📄](#)

June

23 Jun | We agreed on the acquisition of 942 apartments. → [📄](#)

27 Jun | We agreed on the acquisition of 141 apartments. → [📄](#)

July

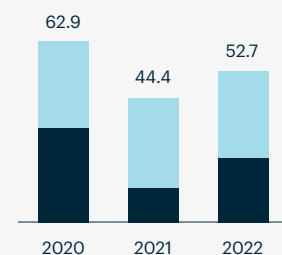
1 Jul | The first residents of the Lumo One skyscraper moved in. → [📄](#)

October

6 Oct | We participated in the Down a Degree energy saving campaign. → [📄](#)

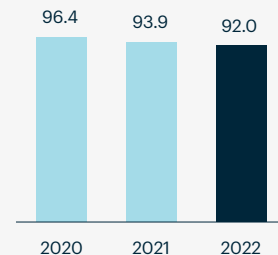
Financial development

Modernisation investments and repairs (M€)

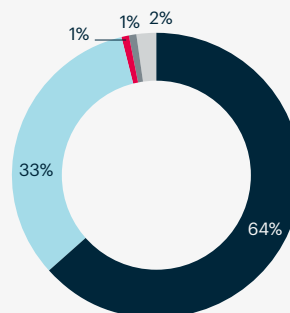


● Modernisation investments
● Repairs

Financial occupancy rate (%)

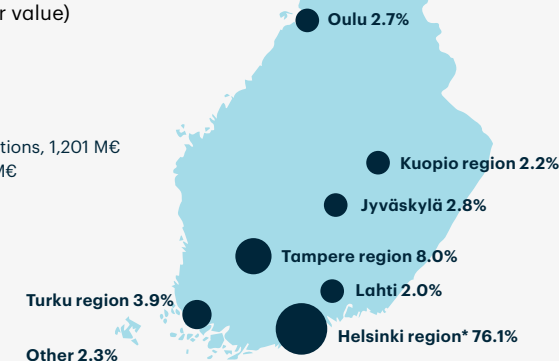


The Group's loan distribution, 31 Dec 2022 (%)



● Bonds, 2,339 M€
● Loans from financial institutions, 1,201 M€
● Interest subsidy loans, 27 M€
● Commercial papers, 31 M€
● Other, 81 M€

Property portfolio by region, 31 December 2022 (by fair value)



* Helsinki region includes the following municipalities: Helsinki, Espoo, Vantaa, Kauniainen, Hyvinkää, Järvenpää, Kerava, Kirkkonummi, Mäntsälä, Nurmijärvi, Pornainen, Porvoo, Riihimäki, Sipoo, Tuusula and Vihti

CEO's review

We achieved our strategic targets in terms of both growth and profitability. Urbanisation began to recover after the lifting of COVID-19 restrictions. During the year, our occupancy rate turned to growth and tenant turnover began to decrease. We also expanded our range of additional services for residents.

The situation in the rental market improved after the prolonged uncertainty caused by the COVID-19 pandemic began to dissipate. Outside the capital region, our occupancy rate has almost returned to the pre-pandemic level. In the capital region, the trend turned positive with a slight delay. The 2021-2040 population forecast published by Regional Development Agency MDI last autumn provides a projection of future developments: urbanisation will continue, Finland's growth triangle will become even more significant, and regional differences will increase. The population forecast reinforces our view that the long-term trends remain valid and migration will continue.

We achieved our strategic targets and invested a total of over EUR 500 million. We began construction on 477 apartments during the year. At the end of the year, we had 1,804 apartments under construction. A total of 1,348 Lumo apartments were completed during the year. We managed to significantly expand our apartment portfolio by acquiring a total of 985 apartments in the summer. In addition to our investments in new construction, we also have ongoing conversion projects to transform Metropolia's former premises into apartments. The first Metropolia conversion project to begin was the former chemistry

laboratory and teaching facilities located on Bulevardi in Helsinki, known as Uusi kemia and Vanha kemia, where construction started at the beginning of 2022. We also completed Lumo One, Finland's first residential skyscraper, in two stages in Helsinki's Kalasatama district. At a height of 120 metres, the tower building has 291 apartments on 31 floors. The 29th floor features glazed terraces, sauna facilities and multi-use common areas for use by the residents and an event space that is available for rent.

The changes that took place in the operating environment in the second half of the year, including a sharp rise in interest rates, record-high inflation and increased economic uncertainty, began to be reflected more clearly in construction volumes. In response to the reduced visibility, we will not make new investment decisions for the time being. The decision concerns new development projects. Our ongoing development investments have progressed as planned. It is important for us to maintain a strong balance sheet and the ability to seize potential attractive opportunities in the future.

A strong and well-managed balance sheet and a diverse financing structure have always been vital elements in the implementation of our strategy. Their significance was further underscored as uncertainty increased in the financial markets last year. In addition to issuing our second green bond in the early part of the year, we concluded a number of financing arrangements with banks to ensure that our liquidity will remain strong. Our high hedging ratio reduces the impact of rising interest rates on our financial costs.



We expanded our range of additional services for residents in 2022. As online shopping continues to grow, we have significantly expanded the network of parcel lockers available to our residents. We have also added new local service partners to the My Lumo service in several locations to provide residents with installation and cleaning services, among other things.

In December, we announced an organisational change that entered into effect at the turn of the year. We established a new customer experience, marketing and communications function and our aim is to manage the customer experience and its development more cohesively. Incorporating customer insight and customer experience more deeply into our day-to-day work and the activities of our partners will enable us to create an even better Lumo customer experience.

We operate in a sector that has significant environmental impacts in the form of CO₂e emissions; for example, housing accounts for approximately a quarter of the average Finn's carbon footprint, and construction and the built environment represent approximately 40 per cent of all CO₂e emissions globally. With this in mind, corporate responsibility and sustainable development is one of our six strategic focal points.

We have continued to work in accordance with our sustainability programme 2020–2023 and made progress towards our target of our property portfolio being carbon-neutral in terms of energy consumption by 2030. In addition to measures aimed at energy efficiency and emission reductions, our key initiatives in 2022 included the launch of a new Zero-carbon heating service and a carbon footprint test for residents. We have also participated in the national Down a Degree energy saving campaign and conducted

an extensive communications campaign to encourage our residents to reduce their electricity consumption by providing them with practical tips.

Mitigating the business impacts of climate change risks and supporting the transition to a low-carbon society will continue to be the focus areas of our sustainability efforts. Taxonomy reporting serves as a useful driver of these efforts. We are also increasing our development efforts related to social responsibility and assessing the impacts of our operations throughout our value chain.

We maintained our long-term focus on the development of our corporate culture by continuing to effectively put into action our leadership culture, which has been summarised in the form of Leadership Steps. Adopting a coaching-style approach to leadership in day-to-day operations is part of our new leadership culture. The lessons learned in supervisor training have been increasingly put into practice by supervisors throughout our workplace community and also in terms of self-leadership. We will continue to integrate a coaching-style leadership culture into our operations this year. The results of our leadership development efforts were already reflected in the 2021 personnel survey, as the theme of supervisory work was highlighted as the strongest area in the feedback we received. This trend continued in 2022.

We performed well in a challenging environment last year, and I want to take this opportunity to thank our employees for their excellent contribution. I also want to thank all of our customers, partners and shareholders for their trust in Kojamo.

Jani Nieminen
CEO



Population growth continues and the demand for rental housing increases

Russia's continued war of aggression in Ukraine has weakened the economic outlook in Finland, and economic uncertainty has continued. The war has increased energy prices, which has also accelerated price increases in other consumer goods. Interest rates have risen quickly, and the financial market continues to be volatile.

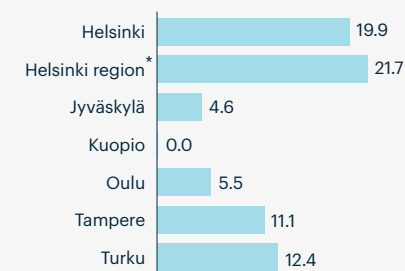
The COVID-19 pandemic has had an impact on the housing market and the operating environment. The lifting of the COVID-19 restrictions has increased the demand for rental apartments, and the supply of rental housing has turned down. The prolonged pandemic still affected our occupancy rate in the early part of the year. The resumption of work-related migration and the return of students to university cities were delayed after the pandemic-related restrictions were lifted in March.

According to a population forecast published by MDI in September 2022, urbanisation will continue, Finland's growth triangle will become even more significant, and regional differences will increase. However, regional divergence and differentiation are accelerating rather than levelling off, and the importance of micro-location and hubs is growing.

MDI's population forecast presents four growth scenarios. The population of the capital region is predicted to grow by 11-22 per cent during the period 2021-2040 according to the different scenarios. Turku and Tampere will also grow by more than 10 per cent in all four scenarios. According to the population forecast, immigration will increase the working-age population.

According to the housing market review published by Nordea in September, the deceleration of construction activity will reduce the supply of apartments starting from next year. Rising interest rates are also reflected in the costs for people who live in owner-occupied homes, which makes rental housing relatively more attractive. According to Nordea, population growth has picked up again in the capital region, which also supports the demand for rental housing. We completed 1,348 Lumo homes

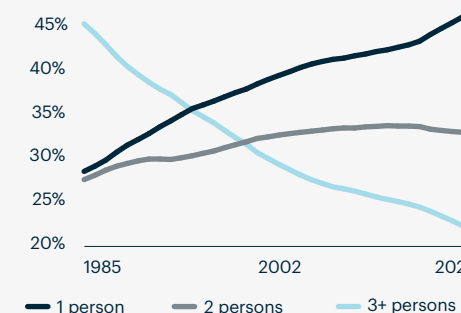
Population growth forecast 2021-2040 (%)



* Helsinki, Espoo, Vantaa, Kauniainen

Source: MDI, Population forecast 2040

Development of household sizes (% of all households)



Source: Statistics Finland

during the review period, and we also acquired a further 985 apartments. At the end of the review period, 1,804 apartments were under construction.

Rental housing is more flexible than owner-occupied housing and also more attractive when interest expenses are rising. Renting an apartment gives many people the opportunity to live in their preferred residential area. The ageing of the population and the increasing number of one-person and two-person households drive up the demand for studios and one-bedroom apartments. Some 73 per cent of our apartments are studios or one-bedroom apartments.

As we have anticipated, the number of new residential start-ups is expected to decline substantially. Higher inflation, the energy crisis, rising interest rates and the risk of a recession have weakened the outlook for the construction sector and the demand for new owner-occupied apartments. Rising interest rates have increased uncertainty in the market in particular. Although our

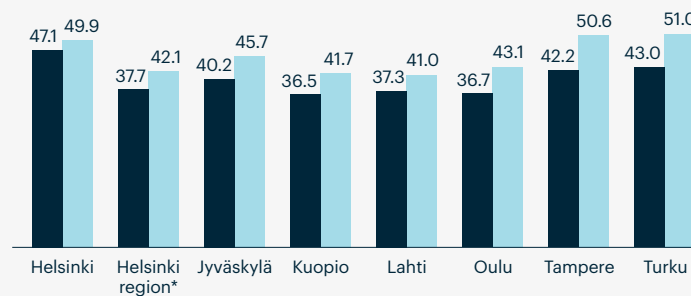
balance sheet is strong, we have decided to not make any new investment decisions for the time being due to the lack of visibility. The deteriorating outlook in the construction sector may create attractive opportunities for us going forward. We are actively monitoring the market situation and, if visibility in the market improves, we will be able to respond quickly.

Studios and one-bedroom apartments account for about

73%

of our housing portfolio

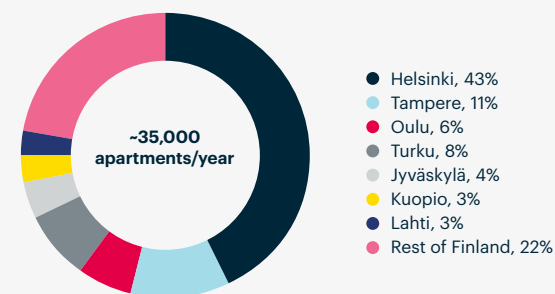
Development of rental household-dwelling units
(% of all households)



* Helsinki, Espoo, Kauniainen, Vantaa, Hyvinkää, Järvenpää, Kerava, Kirkkonummi, Mäntsälä, Nurmijärvi, Pornainen, Porvoo, Riihimäki, Sipoo, Tuusula, Vihti

Source: Statistics Finland

Housing production need 2020–2040 (%)



Source: VTT

CASE

A well-managed balance sheet protects us from changes in market conditions

A strong and well-managed balance sheet is a vital aspect of the implementation of our strategy. It has also protected us from the financial market uncertainties that emerged during the year. Our consistent and long-term approach to managing our balance sheet is reflected in our ability to ensure our operating conditions even in a volatile market situation.

The average costs of our loans have remained stable, as we have used hedging to make most of our financing fixed-rate. At the end of the year, the hedging ratio of our loan portfolio was 84 per cent, and the average interest rate fixing period was 3.2 years. This has meant that our interest expenses have not grown in step with the rise in market interest rates. The average interest rate of Kojamo's loans was 1.9% in 2022 and 1.8% in the preceding year, including interest rate derivatives.

Our risk management is supported by our diverse financing structure. Our liquidity was good at the end of the year, and we have no significant financing needs in the near term. Our cash and liquid financial assets totalled EUR 223 million

at the end of the year. In addition, we have committed credit facilities of EUR 300 million and an uncommitted credit facility of EUR 5 million that were unused at the end of the period.

We issued a 300-million-euro unsecured green bond in March. The bond has a maturity of four years and carries a fixed annual coupon of 2.0 per cent. The bond in question is the second green bond we have issued.

It is important to us that the company has access to versatile funding sources. With this in mind, we signed a 100-million-euro unsecured credit agreement with OP Corporate Bank in October. The loan has a maturity of six years, and it further strengthens our liquidity. In December, we signed an unsecured 50-million-euro credit agreement with Danske Bank to refinance a loan that will mature in spring 2023. The new credit agreement has a maturity of three years with two one-year extension options. Both of these financial agreements are linked to Kojamo's key sustainability targets, and they underline the company's commitment to the sustainability programme.



Our strategy 2020–2023

Values



Happy to serve



Strive for success



Courage to change

Mission

We create better urban living.



Strategic focal points

- Delivering the best customer experience
- Strong growth
- Operational excellence
- Responsibility and sustainable development
- The most competent personnel and a dynamic workplace
- Renewal through digital solutions

Vision

We are the property market frontrunner and the number one choice for our customers.



Megatrends

Urbanisation & internationalisation

Ageing population & smaller family sizes

New technologies & digitalisation

Individuality & sense of community

Environment & sustainable development

Progress towards strategic targets

Key targets of our strategy are growth, profitability, solvency and customer satisfaction. We achieved our strategic targets to a good extent during the year.



In our strategy, strong growth is measured by the growth of total revenue and annual investments. Revenue growth is derived from two sources: growing the housing stock and increasing Like-for-Like rental income. The growth of Like-for-Like rental income is influenced by rent increases as well as the financial occupancy rate. The uncertainty related to the COVID-19 pandemic and the temporary slowdown of migration reduced the financial occupancy rate in 2021 and early 2022. This has had a negative impact on the growth of Like-for-Like rental income and, consequently, on total revenue.

Our annual investments exceeded our target level. We commenced several projects and acquired a portfolio of nearly 1,000 apartments in the summer. However, due to the uncertainties in the financial and investment markets, we announced near the end of the year that we will refrain from making further investments until visibility in the market improves.

[Read more on the glossary for investors →](#)

Our investment decisions are guided by the profitability, location and other characteristics of properties. Our investment process has enabled us to create profitable growth. Among our targets, profitability is illustrated by the ratio of Funds From Operations (FFO) to total revenue. We exceeded our target for that indicator by a clear margin. We have strict criteria for our investments, both in terms of profitability and in terms of location and property characteristics. Construction costs increased in the market during the year. However, this has not been significantly reflected in our operations, as our current projects and preliminary agreements have generally been concluded at fixed prices.

In 2022, our investments mainly consisted of investments in new property development and acquisitions. During the year, we started new projects on land from our plot portfolio and we also purchased projects from construction companies. Another path of growth is to acquire completed properties or property portfolios. In 2022, we acquired 985 apartments in total. The third path of growth is to convert existing commercial properties into rental apartments. Our most significant conversion project is the Metropolia real estate development project, which involves converting properties previously used as teaching premises by an educational institution into rental apartments. Work began on the first properties under the development project at the start of the year.

Strategic targets 2020–2023

Key figure	Result in 2022	Result in 2021	Strategic target
Annual growth of total revenue, %	5.5	2.0	4–5
Annual investments, M€	501.6	356.9	200–400
FFO/total revenue, %	38.9	39.1	> 36
Loan to Value (LTV), %	43.7	37.7	< 50
Equity ratio, %	45.3	49.0	> 40
Net Promoter Score (NPS)	45	20	40

* The calculation method was changed during the reporting period to include digital services, for example. The target and outcome for 2021 have not been adjusted to reflect the current calculation method.

In the autumn, we decided that we will not make any new investment decisions for the time being due to the increased uncertainty in the market. The aim of the decision is to ensure that our balance sheet remains strong. We also want to maintain the ability to take advantage of future market opportunities.

We seek growth in order to be even more profitable. Our indicator for this is the ratio of Funds From Operations (FFO) to total revenue. The target for this ratio is above 36 per cent. FFO is a measure of cash flow from operating activities, as it does not take into account changes in the fair value of investment properties. Our result for this indicator was in line with our target.

Our strong balance sheet and diverse financing structure are important enablers of growth. Our indicators for them are our equity ratio and Loan to Value (LTV).

Our aim is to deliver an excellent customer experience, which we measure by our Net Promoter Score (NPS). In 2022, we exceeded our NPS target of 40. During the year, we focused particularly on internal cooperation across customer interfaces, which has produced good results. At the beginning of 2022, we also updated our NPS calculation method to better reflect the full range of Lumo homes' services. The digital NPS, which was previously measured separately, is now part of the overall NPS. The change has had a positive effect on the development of the indicator.

[More information on our customer-related efforts is provided here →](#)



Growth in total revenue in 2022

Kojamo is the largest private housing investment company in Finland measured by the fair value of investment properties. The company provides sustainable housing and related services in Finnish growth centres. We want to be the property market frontrunner and the number one choice for our customers. Our total revenue continued to grow profitably in 2022.

Nearly 1,000 completed apartments acquired

The fair value of our investment properties at the end of 2022 amounted to EUR 8.2 (8.3) billion. At the end of the review period, Kojamo's property portfolio comprised 39,231 (36,897) Lumo rental apartments. Investment properties include completed apartments, development projects and land areas.

Measured at fair value on 31 December 2022, 99 per cent of Kojamo's rental apartments were located in the seven largest Finnish growth centres, 88.6 per cent in the Helsinki, Tampere and Turku regions and 77 per cent in the Helsinki region. Kojamo's share of the country's entire rental housing market is about four per cent. Of Kojamo's apartments under construction, 1,671 (2,626) are located in the Helsinki region and 133 (49) in Turku and Tampere.

We acquired a residential portfolio consisting of 942 apartments. The portfolio comprises 13 high-quality residential properties completed between 2017 and 2021. Of the acquired apartments, 461 are located in Helsinki, Espoo and Vantaa, with 191 apartments located in Turku and 290 in Jyväskylä. We also acquired 43 rental

apartments in Helsinki's Töölö district. In total, we acquired 985 apartments during the year.

The year 2022 was a strong year for Kojamo in terms of the completion of apartments and the development of new high-quality properties. Lumo One is a unique example of our completed projects. Other projects completed in 2022 include the Tenderinlenkki 6 property located in the immediate vicinity of Mall of Tripla and the railway station in Helsinki's Pasila district. The building reached full occupancy as soon as letting began. The renovation of Luotsikatu 1a was completed in Helsinki's Katajanokka district. Located in the Luotsilinna block, the building is a former Paulig coffee roastery that was originally completed in 1938. The building now features attractively renovated and unique Lumo apartments.

Construction was completed on two properties in Espoo: Niittykummuntie 12 B and Henttaan Puistokatu 16. All of our newly constructed properties meet the requirements of modern living, both in terms of housing quality and the environment. The property electricity used for the heating of shared saunas and the lighting of shared facilities and outdoor areas is carbon-neutral. The buildings are heated





by district heating. In addition, energy consumption is measured on an hourly basis and water consumption is monitored on an apartment-specific basis. All of our newly constructed properties are implemented as nearly zero-energy buildings.

Delivering the best customer experience

We want to deliver the best service experience to our customers. We continuously develop our expertise in renting, building management, customer service and advisory services for residents. In 2022, we adopted a revised Property Managers' Handbook in collaboration with our building management function and strengthened our expertise in rental operations through sales training. We successfully developed our cooperation with maintenance partners in order to more effectively recognise areas in which we can improve the customer experience. We also improved our ability to act more quickly based on feedback received from customers. Nearly two-thirds of our employees work in customer service, building management and rental operations, serving our customers with the aim of delivering the best customer experience. Our Net Promoter Score (NPS) was 45 at the end of the year. Our Net Promoter Score calculation also includes our digital services, which have a very high rate of satisfaction among our customers.

The Lumo One skyscraper was completed in June–September 2022. The move-in of the residents went smoothly, and the skyscraper has proved to be a highly sought-after residential property: the occupancy rate has been very high since the building was completed. Lumo

One is a unique property in the Finnish rental apartment market. In addition to a unique building and unparalleled views, Lumo One offers a very wide range of services and high-quality shared facilities on the 29th floor of the skyscraper.

In creating the best customer experience, we also focus on services that make life easier. The Lumo webstore allows customers to rent a suitable apartment by paying the first month's rent, after which they can move into the Lumo home as soon as the next day. We enhanced our map search tool in our webstore to make it easier for customers to find a suitable home.

Our service selection includes **housing services** → some of which are included in the rent and some are subject to additional fees. Broadband internet, paint for decoration and flexible home switching between Lumo homes are a few examples of the services that are included in the rent. Services subject to additional fees include car sharing, removal services, dishwasher order and installation service and a zero-carbon heating service that inspires Lumo residents to adopt a more sustainable lifestyle. Interest in the additional services has been growing.

The digital My Lumo service has become well-established among Lumo residents, with the rate of use being over 80 per cent. Residents can use the My Lumo service to book and pay for services such as parking spaces and sauna slots. My Lumo also serves as the primary channel of communication for delivering current information to residents.

Meaningful work in a dynamic corporate culture

Our corporate culture is expressed in our values: happy to serve, strive for success and courage to change. Our annual Kompassi survey summarised the strengths that provide excellent support to the continued development of our corporate culture: Kojamo employees are enthusiastic about their work. We are aware of our goals, and we work with a positive attitude. We also have a strong sense that the work we do is meaningful. Kojamo employees perceive the workplace community as a resource that is characterised by the sharing of knowledge, showing appreciation for each other, being solution-oriented and taking responsibility. In open feedback received as part of the Kompassi survey, Kojamo employees described the corporate culture as open, inspiring and renewal-oriented.

The purpose of the Kompassi survey is to evaluate the employee experience in accordance with our corporate culture and the extent to which that experience is realised in day-to-day work. The survey provides us with valuable insight into the current state of our culture, as well as its strengths and weaknesses. The survey also enables us to focus our development measures on areas that improve the employee experience and our corporate culture the most.



To support the achievement of our shared goals, we established a new customer experience and concept management team at the beginning of 2022. Concept management plays a key role in creating a successful customer experience and the development of related tools. Our concept management efforts are based on the Lumo brand strategy.

We continued to use the cell approach, introduced in 2021, to enhance cooperation between building management and sales. The aim is to establish a better and more comprehensive understanding of our properties and approach to looking after our customers. We also integrated the rental process for newly constructed properties into our sales function at the beginning of the year.

In the autumn, the Kojamo Day event brought together our employees from various parts of Finland under one roof for the first time in a long while. The event featured both external speakers and experts representing many different parts of our organisation. We also gave out awards to long-serving employees who reached personal milestones and recognised our top performers in 2022. The theme of the event was “easily best living”, which is also the Lumo brand promise, and the event focused on the actions we have already taken – and will take – to fulfil that promise.

Summer workers are an important resource for Kojamo during the holiday season. They also provide us with a fresh perspective. Each summer, we invite our summer workers to participate in an idea competition. At the end of last summer, we again gave out awards for the best ideas

for improving the employee experience and customer experience, and the best ideas were used in our continued development efforts and incorporated into our operating practices.

Diverse career paths are part of Kojamo’s dynamic corporate culture. In 2022, many Kojamo employees made lateral and vertical moves within our organisation.

A year of agile customer-driven development in digital services

Our digital services lumo.fi and My Lumo are an integral part of daily life for Kojamo and our customers. During the year, we updated our webstore on a quick development cycle to respond to customer needs as well as business needs. In a changing market situation, we have been able to provide customers with new ways to buy services on our webstore, thereby making our operations more flexible and customer-driven. Sustainability is also an important feature of our online services, which is reflected in plentiful content and the new carbon footprint test launched in the spring. We measure the customer satisfaction of our webstore by the digital Net Promoter Score, which is at an excellent level of 60 (DNPS).

The use of the My Lumo service has grown substantially. In late 2022, the coverage of the service reached 82.7% of our customer base. The most popular service components in 2022 were informative content, rent payment and contacting the renting organisation. We have focused particularly on the services that are the most relevant to



our customers, and our goal in those services is to deliver a seamless combination of the digital and physical service experience. Our value-added services are available to our residents through the My Lumo service. In 2022, we once again introduced new services for our residents, including PostNord Lähiboksi parcel machines and various locally targeted moving services.

In our data-related functions, our aim is to make better use of property data. During the year, we updated Kojamo's data architecture and prepared new process-related and data-related practices in connection with our ERP project. We have also improved our capability to understand the customer data generated online and leverage it for service improvement. With regard to our information system for managing our finances and operations, our focus was on Kojamo-level processes and data management, among other things.

Changes in the operating environment have further underscored the importance of risk management in technology solutions, which is why we had a significant focus on data protection and enhancing our management of data protection during the year. Employee training and change coaching are an important part of our operations. During the year, our actions in this area included a series of lectures entitled "Inspiration and renewal".



Kojamo's value creation model

Resources

Financial capital

- Equity 3,842.7 M€
- Liabilities 4,639.6 M€
- Fair value of the property portfolio 8.2 B€

Production capital

- Apartments 2,084,765.5 fl.sq.m.
- Plots and real estate development projects owned 184,000 fl.sq.m.
- Service and innovation platform
- Gross investments 501.6 M€

Human resources and intellectual capital

- Committed, motivated and skilled personnel 304 employees
- Investments in well-being at work, training and skills

Intangible capital

- Brands and product development
- Customer and consumer insight
- Strong corporate culture, ways of working and service concepts that promote market differentiation

Relationship capital

- Customer relationships, cooperation with residents
- Partner network, co-creation model with partners
- Investors and financiers
- Information systems and applications
- Customer applications
- Cooperation with the authorities
- Cooperation with the sector and other organisations

Natural resources

- Heating energy, electricity, water
- Construction materials

Business operations

Our vision
We are the property market frontrunner and the number one choice for our customers.



Strategic focal points
Delivering the best customer experience
Strong growth
Operational excellence
Responsibility and sustainable development
The most competent personnel and a dynamic workplace
Renewal through digital solutions

Output

Customers

- Satisfied customers 45 NPS
- New customers

Apartments

- A growing housing portfolio with 39,231 units in good condition and located in growth centres, within the reach of public transport

Services and agreements

- Total revenue 413.3 M€
- Rental services, webstore
- Housing-related services that make daily life easier
- My Lumo service 82.7% customer coverage
- Multi-channel customer service
- Tenancy agreements
- Agreements with suppliers and subcontractors

Emissions, energy, waste

- Carbon dioxide emissions 3.9 kgCO₂e/m³
- Total energy consumption 35.3 kWh/m³
- Waste 16,596 t
- Waste recycling rate 33%

Company valuation and economic return

- Market capitalisation at year-end 3,410.6 M€
- Funds From Operations (FFO) 160.7

Market position

- Finland's largest private residential real estate company

Impacts

On customers

- High-quality living conditions, safe tenancy relationships
- Environmentally friendly housing
- Good customer experience, easy daily life
- Enabling work-related migration by increasing the supply of housing

On investors and financiers

- Stable investment
- Dividends and increase in value
- Enabling work-related migration by increasing the supply of housing

On suppliers and partners

- New business generated by the service and sharing economy
- Long-term partnerships, fair business operations
- Payments to service providers and subcontractors

On personnel

- Salaries and remuneration 17.8 M€
- A good place to work
- Professional development and growth 7h 57min training hours on average

On society

- Employment, direct and indirect 6,288 person-years (indirect employment effect)
- Payment of taxes, curbing the grey economy, tax footprint 95.1 M€
- Increased vitality of cities
- Efficiency of a denser urban structure

On the environment

- Properties and residential areas that promote sustainable development, carbon footprint 41,333 tCO₂e
- Use of technologies that increase the ecological sustainability. The indoor conditions of nearly 29,000 apartments are managed by using heating optimisation based on temperature and humidity measurements
- Creation and impact of an ecologically sustainable urban structure

Why invest in Kojamo?

Our goal is to be a housing investment company that is known for its excellent customer experience and strong financial performance. We offer access to Finland's attractive housing market.

According to its strategy, Kojamo focuses its operations on Finland's largest growth centres. Kojamo's objective is to be a stable dividend payer whose annual dividend payment will be at least 60 per cent of FFO, provided that the Group's equity ratio is 40 per cent or more and considering the company's financial position.

Smaller family sizes and the growing popularity of rental housing support our business.

The popularity of rental housing has grown steadily in major cities and continues to grow. The popularity of rental housing is also supported by the decrease in the average size of households and the flexibility of rental housing in different life situations. We respond to the demand driven by megatrends by providing apartments in central locations, close to good services and transport connections.

We offer the opportunity to invest in a large, decentralised and professionally managed housing portfolio in Finland's largest growth centres.

Through Kojamo, it is possible to invest in thousands of centrally located and well-maintained apartments that generate steady cash flow. We actively develop the value

and number of our investment properties by developing new properties as well as our existing property portfolio. We have over 300 professionals responsible for investments, property maintenance and repairs, financing and delivering an excellent customer experience. The economies of scale we enjoy as a large company reduce our operational risks and enable us to operate cost-effectively.

We invest to create strong multi-channel growth with the help of our competencies and strong balance sheet.

Our strategic target is to increase total revenue by 4–5% and invest EUR 200–400 million per year. Our growth does not rely on a single source. Instead, we have the capacity to create growth through investments in new development, buying entire properties or portfolios, and by converting existing properties into residential use. Our strong balance sheet and diverse financing structure enable growth and the ability to move quickly when necessary. Our target is to maintain an equity ratio of over 40% and Loan to Value (LTV) of less than 50%. In the autumn, we decided that we will not make any new investment decisions for the time being due to the increased uncertainty in the market. The aim of the decision is to ensure that our balance sheet remains strong. We also want to maintain the ability to take advantage of future market opportunities.

We offer a combination of stable dividends and capital growth.

Our objective is to create profitable growth. With its combination of a growth target and yield potential, our property portfolio makes us an attractive investment. Our target is to distribute dividends corresponding to 60% of Funds From Operations (FFO), and we have achieved this target every year since going public. The remainder of our FFO is retained in the company to support growth. Equity is also increased by the development margins from development projects and value gains from assets that still involve valuation-related limitations. We can carry out our growth investments in line with our strategy without new equity. As we grow in accordance with our target, our FFO – which is the basis of our dividend distribution – also grows.



We create added value for our customers by taking advantage of digital solutions and offering diverse services.

We differentiate ourselves from our competitors by providing easy and effortless housing to our customers. All of our apartments are available for rent through our webstore, and our customers can handle all of their housing-related affairs through the digital My Lumo service. We also offer a wide range of services that make living easier, from key deliveries to move-out cleaning. Our customers have access to an extensive network of shared cars. We also use digital solutions in property maintenance; for example, we control the heating of almost 29,000 apartments with the help of an optimisation system.

We are a responsible builder of sustainable cities.

Sustainability is a strategic priority for Kojamo and a key element of our operations from the customer, employee, social, environmental and governance perspectives. As stated in our sustainability programme, published in 2020, we aim at carbon-neutral energy consumption in our entire property portfolio by 2030. We report in accordance with the property industry's key sustainability indicators, such as EPRA (The European Real Estate Association) Best Practices, and participate in GRESB, the most important international sustainability benchmark in our industry.

Interim reporting in 2023

- Interim Report January–March 2023: 11 May 2023
- Half-Year Financial Report January–June 2023: 17 August 2023
- Interim Report January–September 2023: 2 November 2023

Kojamo's Annual General Meeting will be held on 16 March 2023. More information on the Annual General Meeting and registration for the AGM is available online at kojamo.fi/agm →.

Investor relations

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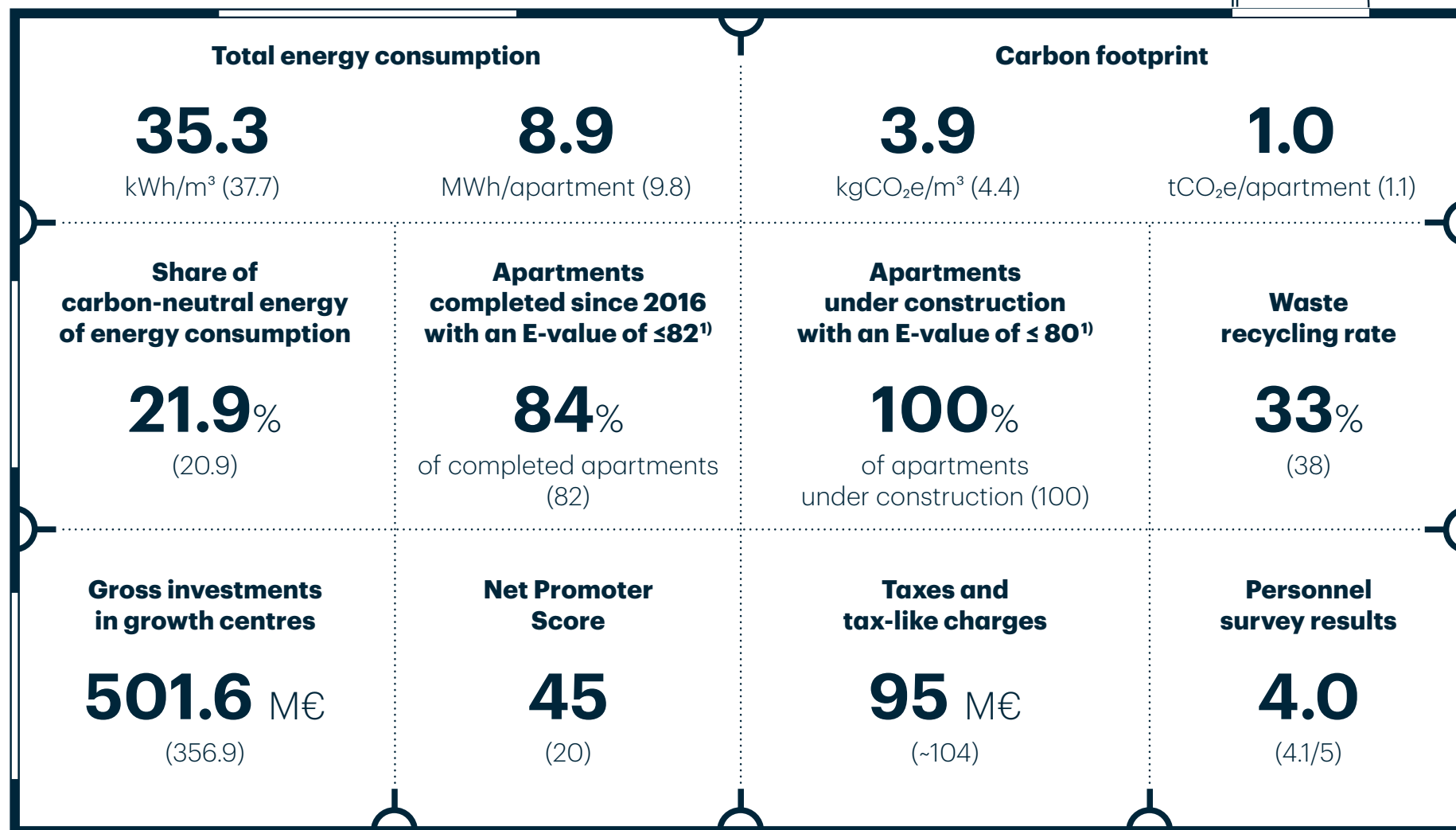


Sustainability in 2022

We continued our sustainability efforts based on our sustainability programme. The core of our sustainability efforts lies in our mission: we create better urban living.

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Key sustainability figures 2022



1) Consists of new development projects involving Kojamo's own plot reserve, for which the planning has begun on or after 1 January 2021.

We create better urban living sustainably

Kojamo is a frontrunner in rental housing and we build better and more sustainable urban living. The core of our sustainability is expressed in our mission statement: we create better urban living. Sustainability is becoming increasingly significant to our stakeholders, which directly affects our operations. Corporate responsibility and sustainable development are a strategic focus area for Kojamo and an integral aspect of our operations and corporate culture.

Sustainability is part of the work of everyone at Kojamo and we manage it as part of our day-to-day business. This is reflected on various levels of our operations, including our business operations, working conditions and the customer interface. We want to continuously develop our sustainable operations. In addition to being guided by our objectives, our sustainability is subject to stakeholder expectations, regulatory changes and requirements beyond the legal provisions that we must meet. Increasingly strict environmental and climate targets influence both our business operations and our operating environment. We develop our operations in accordance with these changing requirements.

Sustainability in 2022

In 2022, we continued to implement our sustainability programme 2020–2023. We have continued to integrate the sustainability programme's targets and indicators into our business operations and processes. We are now

reporting for the second time in accordance with those targets and applying the Global Reporting Initiative (GRI) sustainability reporting framework.

The most significant commitment set out in our sustainability programme is our goal of carbon-neutral energy consumption by 2030. This effort is guided by a roadmap that sets out annual targets and the means to achieve the goal. More information on the roadmap is provided in the section "Sustainable cities".

In March, we issued our second EUR 300 million green bond. In addition, we signed two credit agreements with banks that are linked to Kojamo's sustainability programme targets related to the energy efficiency of new construction and reducing the carbon footprint of the property portfolio. In spring 2021, we published a Green Finance Framework that is based on our sustainability programme. It links our sustainability targets and climate actions with Kojamo's investments and their financing. The Green Finance

Framework applies to Kojamo's investments that promote sustainable and low-carbon urban development. These investments focus on energy-efficient buildings and improving the energy efficiency of buildings as well as projects related to increasing the production of renewable energy, promoting clean transport or the development of waste management.

We report on the EU taxonomy eligibility and alignment of our economic activities for the past year despite the fact that we are not yet subject to the taxonomy reporting obligations. The report on our taxonomy alignment is published as part of the [Board of Directors' report](#) →.

In 2022, we continued to focus on the customer interface and launched a service that allows residents to reduce the carbon footprint of their heating to zero. We have also published a carbon footprint test that helps residents to calculate their carbon footprint and provides them with practical tips on how to reduce housing-related emissions. In our construction activities, we have continued to carry out demolition projects in accordance with the Green Deal principles. During the year, we launched a series of training activities focused on building stronger change competencies among our personnel. We also developed our customer communications concerning data protection rights and data collection to make the communications more user-friendly.



Recognition for our sustainability efforts

EPRA assesses the financial statements and sustainability reports of European listed property companies yearly and grants awards to the best companies. EPRA recognised our financial statements for 2021 with a Gold award for the fourth consecutive year and our sustainability report for 2021 with a Silver award for the third consecutive year.

In 2022, we participated in the Global Real Estate Sustainability Benchmark (GRESB) survey for the third time. We received a score of 72/100 and two stars out of five. Our score decreased by five points from the previous year. Our score was affected by higher energy consumption due to weather conditions as well as a change in the scoring method concerning the energy consumption of residents. We once again exceeded the average score (68) of our comparison group (Europe, Listed Residential Multi-Family) and placed third in the group.

A comprehensive materiality analysis as the foundation of our sustainability programme

We conducted a materiality analysis of sustainability in 2020 as part of the development of our sustainability programme. In the materiality analysis, we defined the material themes of sustainability for ourselves and our stakeholders to ensure that our sustainability efforts are focused on the themes that are the most material with regard to our strategy, business operations and stakeholders.

Based on the most material aspects of sustainability, we established the four focus areas of our sustainability programme, sustainability themes under each area and the cornerstones of our sustainability programme.

The focus areas of our sustainability programme and the sustainability themes under them constitute our material themes of sustainability in accordance with the GRI Standards framework. The material aspects of sustainability apply to the entire Kojamo Group.

[Find more information on the materiality analysis of sustainability on our website ->.](#)



Sustainability management and stakeholder engagement

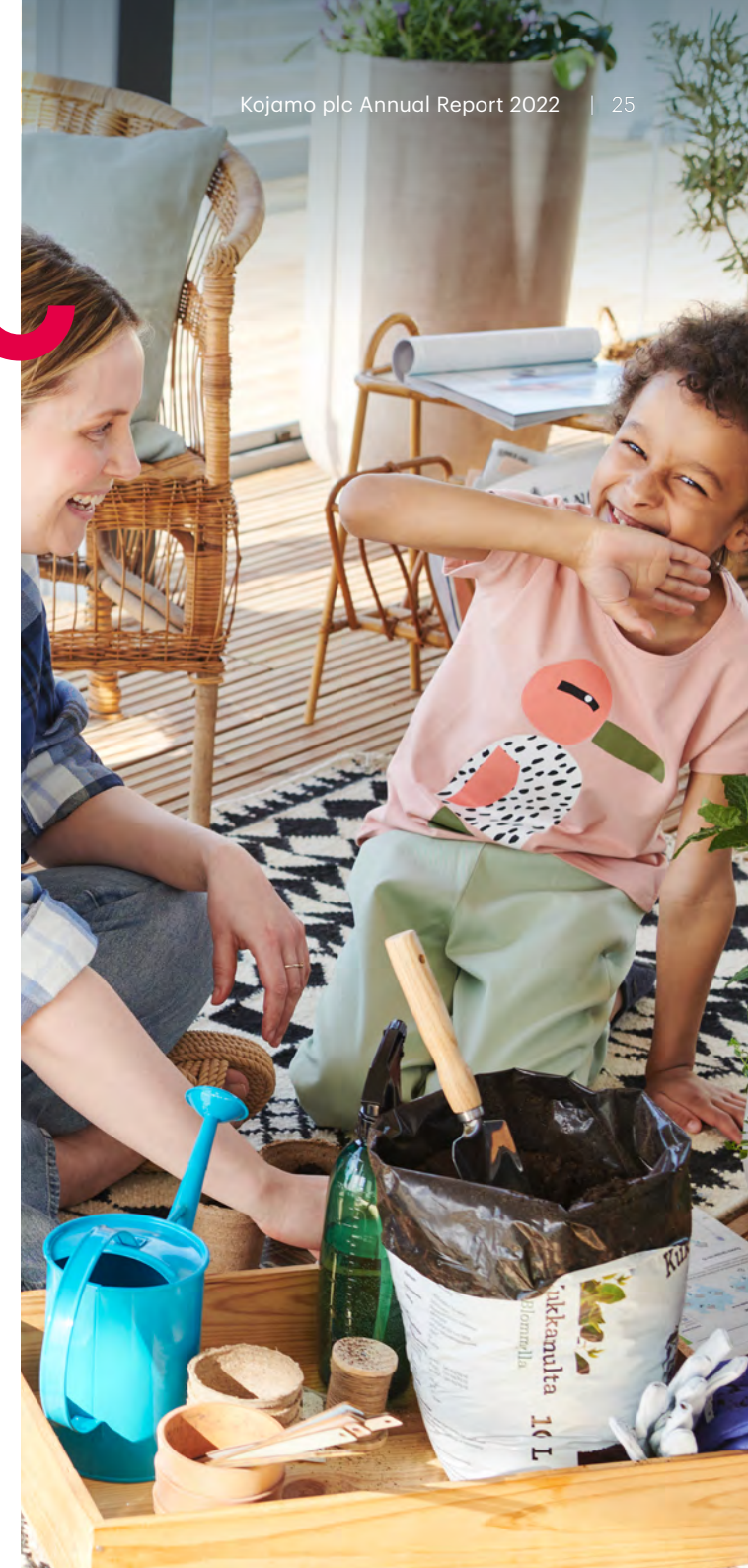
Sustainability management

Environmental responsibility and sustainable development form one of Kojamo's strategic focus areas and concern all of our business operations. This is reflected on various levels of our operations, including business operations, working conditions and customer interface. Our sustainability work is guided by our strategy, values and Code of Conduct, as well as the guidelines and objectives outlined in our sustainability programme. Sustainability is part of day-to-day management and the development of our operations. Sustainability plays an important role in the work of every Kojamo employee.

The Board of Directors is responsible for strategic guidelines and decisions concerning sustainability. The Board approves the sustainability programme, including key sustainability-related targets and projects, and the statement of non-financial information provided as part of the Board of Directors' report. The Board of Directors discusses sustainability-related matters on a regular basis. The CEO is responsible for the implementation of the Board of Directors' decisions and, with the assistance of the Management Team, monitors the realisation of sustainability as part of the Group's business operations in accordance with the Board's decisions. At the Management Team level, the Chief Investment Officer (CIO) is in charge of sustainability and climate-related

matters. HR and DEI (Diversity, Equality & Inclusion) matters fall under the responsibility of the HR Manager and, at the Management Team level, the CFO. The Sustainability Manager is responsible for Kojamo's sustainability-related matters and their development, sustainability reporting and supporting the Group's business units as an expert on sustainability issues. The Sustainability Manager reports to the CIO.

Business directors are in charge of actions related to their respective areas of responsibility with regard to the implementation of the sustainability programme. Sustainability targets are integral to the action plans and objectives of our business operations.





Kojamo's sustainability steering group works on the development of sustainability across organisational boundaries. The steering group consists of key personnel representing functions that are central to Kojamo's sustainability efforts. The Chairman of the steering group is the CIO, and its work is coordinated by the Sustainability Manager. The steering group evaluates, steers and ensures the implementation and development of Kojamo's sustainability programme, targets and practices as part of Kojamo's business operations.

The management approach in relation to the focus areas of Kojamo's sustainability programme and Kojamo's material aspects of sustainability is described in the table [Impacts and management of Kojamo's material topics of sustainability](#) →.

Stakeholder engagement

Our stakeholder engagement is guided by our strategy, values, Code of Conduct and sustainability programme. We aim for open and continuous dialogue with our stakeholders. We regularly survey our stakeholders' views and expectations and measure the success of our stakeholder engagement in various ways, using a variety of performance indicators. Our approach to stakeholder engagement varies by stakeholder group. Our stakeholder engagement is extensive and an integral element of our day-to-day business.

Our key stakeholders are:

- our customers, the residents of Lumo homes
- our employees
- investors and financiers
- supply chain partners
- the authorities and policy-makers
- local communities
- associations that are relevant to our operations and
- the media.

Our engagement with customers, employees and the supply chain is described in more detail in the stakeholder-specific sections of this Annual Report. The various forms of our stakeholder engagement are also described in more detail in the table on page 27.

Our impacts on our significant stakeholders are also described in our [value creation model](#) →.

We are a member of several national associations related to our industry and sustainable business in general. We are actively engaged in the operations of these associations. We participate in the activities of the following associations:

- European Public Real Estate Association (EPRA)
- Finnish Association of Building Owners and Construction Clients (Rakli)
- Securities Market Association
- Helsinki Region Chamber of Commerce
- Service Sector Employers Palta
- Association for Finnish Work
- Taxpayers Association of Finland
- Climate Leadership Coalition
- Finnish Business & Society FIBS ry

Our stakeholders have access to a whistleblowing procedure, which is aimed at reducing Kojamo's potential risks. The whistleblowing procedure serves as an advance warning system. We want our stakeholders to use the whistleblowing procedure to report any incidents or actions that are in violation of the law, other requirements, our values or our Code of Conduct.

Kojamo's stakeholders

Stakeholder	Expectations for us	Forms and methods of dialogue	Actions in 2022
Employees	<ul style="list-style-type: none"> Employee equality and non-discrimination Development of employee competence Comprehensive occupational healthcare Mental work ability, coping at work and extending careers Development of management and supervisory work Occupational safety Workplace diversity 	<ul style="list-style-type: none"> Kojamo Day Performance appraisals Own staff restaurant Employee briefings Orientation and training events Virta e-learning platform Sports and recreation days Hupari: recreational activities for employees, supported by Kojamo Feedback surveys Discussion forums and reporting channels 	<ul style="list-style-type: none"> Kojamo Day for all employees 16 September 2022 19 employee briefings 9 June 2022 employee recreation event Kompassi employee survey in September 2022 Training sessions to support supervisors' management skills, five sessions Training course on resilience and recovery, part of a training series on mental well-being "Energise your work" quick training modules (online courses) Updated online courses on data protection Online course on data security, mandatory for everyone Employee briefings on data protection Online course on design thinking and customer-driven development (open to everyone) Financial training path: accounts payable system (online course open to everyone) Occupational Safety Day at the head office 28 April 2022
Lumo residents	<ul style="list-style-type: none"> The safety and comfort of residential areas Controlling the heating and cooling of apartments Urban nature and green areas The cleanliness of residential areas Value-added services for sustainable living Digitalisation in the development of resident services 	<ul style="list-style-type: none"> My Lumo service and customer service Resident surveys Lumo team activities Through the Customer's Eyes programme Discussion forums Resident events and campaigns Social media 	<ul style="list-style-type: none"> 396 Lumo teams active in 2022 Sustainability discussion forum pilot for residents in October–December 2022 Christmas concert tour in December 2022, five concerts Lumo homes Christmas calendar (comprising 24 sustainability-themed activities at home and around the yard) Lumo safety reflector tree campaign (with Lumo teams) Lumo homes Christmas donation according to the residents' wishes: Save the Children and emergency fundraiser for Ukraine Publication of the carbon footprint test Launch of the Zero-carbon heating service Preparing for power outages well in advance, and an energy saving campaign for the duration of the heating season Special monitoring in maintenance operations: developing the cleanliness of shared facilities together with residents
Investors and financiers	<ul style="list-style-type: none"> Responsible corporate citizenship Climate change risk mitigation and leveraging opportunities Profitability and growth Sustainability solutions as part of growth 	<ul style="list-style-type: none"> Transparent and consistent reporting and communications Regular meetings with investors and financiers Participating in industry seminars Annual General Meeting Investor newsletter 	<ul style="list-style-type: none"> Almost 100 meetings with over 150 investors in 2022 4 investor newsletters sent
Partners	<ul style="list-style-type: none"> Reliable and responsible partnerships Clear and transparent operating practices Active and transparent communication 	<ul style="list-style-type: none"> Supplier Code of Conduct and agreements Discussions and interviews Partner steering groups 	<ul style="list-style-type: none"> Supplier Code of Conduct incorporated into all agreements A round of discussions with construction companies on sustainability themes Monitoring the demolition of the old Puotila shopping centre and the construction of the new Lumo building: timelapse video and news articles Stakeholder event 1 December 2022: partners in digital services
The public authorities, decision-makers, non-governmental organisations, local communities, media representatives	<ul style="list-style-type: none"> Reliable and responsible business Clear and transparent operating practices Active and transparent communication 	<ul style="list-style-type: none"> Stakeholder newsletter Discussions and interviews Press releases, media events and meetings 	<ul style="list-style-type: none"> 2 stakeholder newsletters sent









Commitments at the core of our sustainability efforts

Our key sustainability commitments

The key commitments and principles that guide our sustainability work include our mission, strategy, values, Code of Conduct, Supplier Code of Conduct and the guidelines and targets set out in our sustainability programme.

We are committed to the UN Sustainable Development Goals (SDGs) and carbon-neutral energy use in our property portfolio by 2030. In addition, we are committed to the voluntary energy efficiency agreement of the Finnish real estate sector for the third consecutive term of the initiative. Our target for the current term of the agreement, 2017–2025, is to increase the efficiency of our energy consumption by 7.5%, using 2016 as the baseline.

As regards the UN Sustainable Development Goals, we are committed to eight SDGs that we have identified as areas we can influence the most through our business operations.

UN Sustainable Development Goal (UN SDGs)		Links between UN SDGs and our sustainability programme
	3. Good health and well-being. Ensure healthy lives and promote well-being for all at all ages.	<ul style="list-style-type: none"> The best customer experience The most competent personnel and a dynamic workplace
	5. Gender equality. Achieve gender equality and empower all women and girls.	<ul style="list-style-type: none"> The most competent personnel and a dynamic workplace
	7. Affordable and clean energy. Ensure access to affordable, reliable, sustainable and modern energy for all.	<ul style="list-style-type: none"> Sustainable cities
	8. Decent work and economic growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	<ul style="list-style-type: none"> The most competent personnel and a dynamic workplace A responsible corporate citizen
	9. Sustainable industry, innovation and infrastructure. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	<ul style="list-style-type: none"> Sustainable cities The best customer experience
	11. Sustainable cities and communities. Make cities and human settlements inclusive, safe, resilient and sustainable.	<ul style="list-style-type: none"> Sustainable cities The best customer experience A responsible corporate citizen
	12. Responsible consumption and production. Ensure sustainable consumption and production patterns.	<ul style="list-style-type: none"> Sustainable cities The best customer experience The most competent personnel and a dynamic workplace
	13. Climate action. Take urgent action to combat climate change and its impacts.	<ul style="list-style-type: none"> Sustainable cities

Risks and opportunities related to climate change

Climate change and the related extreme weather phenomena and other physical risks have an impact on our properties. The transition to a low-carbon society also places demands on our business. We want to increase the transparency of our activities with regard to these by developing our reporting in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.

Governance

The responsibility for the organisation of risk management – including climate risks – and Kojamo's risk management policy rests with the Board of Directors. The Board of Directors also ensures the effectiveness of risk management. The Board of Directors approves the risk management policy and any changes thereto. The Audit Committee of the Board of Directors monitors and assesses the adequacy and effectiveness of the company's internal control, internal audit and risk management systems.

The risk management steering group – which consists of representatives of the business units and other departments – steers, monitors and develops the risk management process, presents best practices concerning risk management and ensures that the risk management process complies with the relevant requirements.

Kojamo's risk management is based on the risk assessment carried out during the strategy and annual planning process, which involve identifying key risks, evaluating their likelihood and potential impacts, and defining the mitigation actions. Climate change risks are included in the risk assessment. Any significant changes in the business environment and business risks are evaluated regularly and reported to the Audit Committee and the Board of Directors as part of quarterly reporting. Climate risks are also included in quarterly reporting.

Kojamo's Management Team analyses changes in the operating environment and prepares actions accordingly as well as prepares matters for the Board of Directors and the Audit Committee. The sustainability steering group discusses the targets set for sustainability and climate efforts and progress towards those targets.



Strategy

As Finland's largest provider and owner of rental apartments, Kojamo includes in its risk assessment the physical risks arising from climate change as well as the transition risks associated with the green transition. Our aim is to continuously deepen the related assessment efforts and our external reporting. We will expand our climate risk efforts in 2023 by creating climate scenarios. The long-term impacts of climate risks are uncertain, and we want to use scenario analysis to deepen our understanding of the potential impacts of climate change on our business and strategy, in terms of both risks and opportunities.

The sustainability programme we drafted in 2020 and its focus area "Sustainable cities" guide our climate efforts until the end of 2023. The key themes of the "Sustainable cities" focus area are related to low-carbon buildings, energy efficiency and lifecycle thinking. The annual action plans drawn up under these themes are a key part of our efforts to mitigate the impacts of climate risks.

Physical risks

If the physical risks related to climate change were to materialise, they could lead to financial impacts in the form of higher maintenance costs or increased construction costs, for example. In our risk assessment, the key physical risks related to climate change are sea level rises, flooding, increased heavy rainfall and the resulting deterioration of the facades of buildings, trees falling on properties and yards due to storms, and significant annual variations in seasonal temperatures and snowfall in winter.

The aforementioned physical risks may have an impact on the value of our properties, lead to losses in rental income or increase the maintenance and repair costs of properties.

Annual variations in seasonal temperatures may also lead to higher tenant turnover if we fail in our efforts to control the indoor temperatures of our apartments. We have also recognised that we have the opportunity to achieve a frontrunner position and competitive advantage by being progressive and proactive.

We mitigate these risks by implementing our sustainability programme and taking physical risks into account in the design of properties. Seasonal variations in weather conditions are naturally also taken into account in design decisions. The assessment of flood risk areas is part of our due diligence process and the investment decision proposals for new construction projects and building permit process, when the target is on a flood risk area. The majority of our properties are located outside flood risk areas. We take extreme weather phenomena into account in the maintenance management of our properties, and we use energy optimizing software to adjust the indoor temperatures of apartments in accordance with changes in the outdoor temperature, which also increases the satisfaction of our residents.

Transition risks

For Kojamo, the transition risks associated with climate change are mainly related to changes in legislation, technology and the market situation during the transition to a low-carbon society.

One transition risk identified in our risk assessment is the potential increase in investment costs caused by tightening legislation as we transition to energy-efficient and low-carbon construction. This applies to new construction as well as renovation activities. At the same time, the demand for low-carbon and energy-efficient apartments will increase. Another risk that was identified in the assessment was the expansion of the scope of emissions trading to

include the property and construction sector, which would have an impact on expenses.

The potential impacts of the transition risks on our business operations include falling property values, rising maintenance costs and the declining availability of capital as investors increasingly invest in energy-efficient and low-emission properties. Potential customers increasingly choosing carbon-neutral and more energy-efficient apartments was also highlighted as a transition risk. In the transition to a low-carbon society, we have the opportunity to achieve a frontrunner position and competitive advantage by being progressive and proactive.

We actively monitor the development of EU and national legislation to ensure that we respond to any new requirements in a timely manner and take the tightening requirements into account in the planning of new construction as early as possible. We are also actively involved in industry organisations, which provides us with timely information on legislation that is being drafted. Our sustainability programme and the related action plans support the transition to a low-carbon society, and we have drawn up a roadmap for carbon-neutral energy consumption to pursue our target of carbon-neutral energy consumption in our property portfolio by 2030. We look after the energy efficiency of our existing property portfolio, and improving energy efficiency is a key consideration in our continuous repair and modernisation activities. Our target is to improve the energy efficiency of apartments by 30% in connection with renovations.

Risk management

Kojamo's risk management process covers both operational and strategic risks, and risks related to climate change are also addressed as part of the risk management process. The risk management process is carried out annually as part of the strategy and annual planning process.

The centralised risk management process ensures that risk management covers all business risks, including the risks and opportunities related to climate change. The aim of the risk management process is to ensure that information on key sustainability risks and the progress of mitigation measures is effectively communicated between different functions, thereby enabling accurate risk analyses.

Risks are assessed and prioritised based on their probability, impact, expected timing and severity. Risks related to climate change are assessed and prioritised according to the same criteria. The identification of climate risks is carried out in cooperation with different departments and functions. The necessary mitigation measures are also assessed in connection with risk identification. The identified risks are taken into account in the preparation of the annual sustainability action plan. The risk management process also serves as an input to the strategy process.

Indicators and targets

Our target is carbon-neutral energy consumption for our entire property portfolio by 2030. More information on our progress towards that target is provided on page 34. Our other performance indicators related to energy use are discussed in the section "Sustainability figures" starting on page 66.



Our sustainability programme sets the direction for our work

Our strategy, values and mission guide us to continuously develop our sustainability work. Responsibility and sustainable development form one of our strategic focus areas. The emphasis of our sustainability efforts is on sustainable construction, delivering the best customer and employee experience, the development of housing that supports sustainability, and sustainability as a core element of our business operations.

Our sustainability programme is based on our mission of creating better urban living. The programme covers our environmental responsibility, social responsibility and economic responsibility. The sustainability programme helps us create added value in our business, enhance our risk management by increasingly integrating sustainability perspectives into our operations and strengthen stakeholder engagement. The sustainability programme extends across our operations and helps us steer and develop our sustainability efforts systematically as a key component of our business.

Our sustainability programme sets out the focus areas, long- and short-term targets and performance indicators for our sustainability efforts. The focus areas are derived from a materiality analysis conducted in 2020.

In 2022, we continued to integrate the sustainability programme's targets and performance indicators into our business operations and processes.

Our sustainability programme is divided into four focus areas and the cornerstones of our sustainability.

The focus areas of our sustainability programme are:

- sustainable cities
- the best customer experience
- the most competent personnel and a dynamic workplace, and
- a responsible corporate citizen.

We discuss the focus areas of our sustainability programme and our progress during the year under review in more detail on pages 33–62 of this Annual Report.

The cornerstones of our sustainability programme

The foundation of our sustainability programme is built on ensuring long-term profitability and growth, sustainable and responsible operations and transparent sustainability communications and reporting.

As part of our sustainability programme, we are committed to the carbon-neutral energy use in our property portfolio by 2030.

Our sustainability programme supports Kojamo's strategic targets for 2020–2023 as well as ensuring long-term profitability and growth. Our strategic targets are described in the strategy section of this Annual Report.

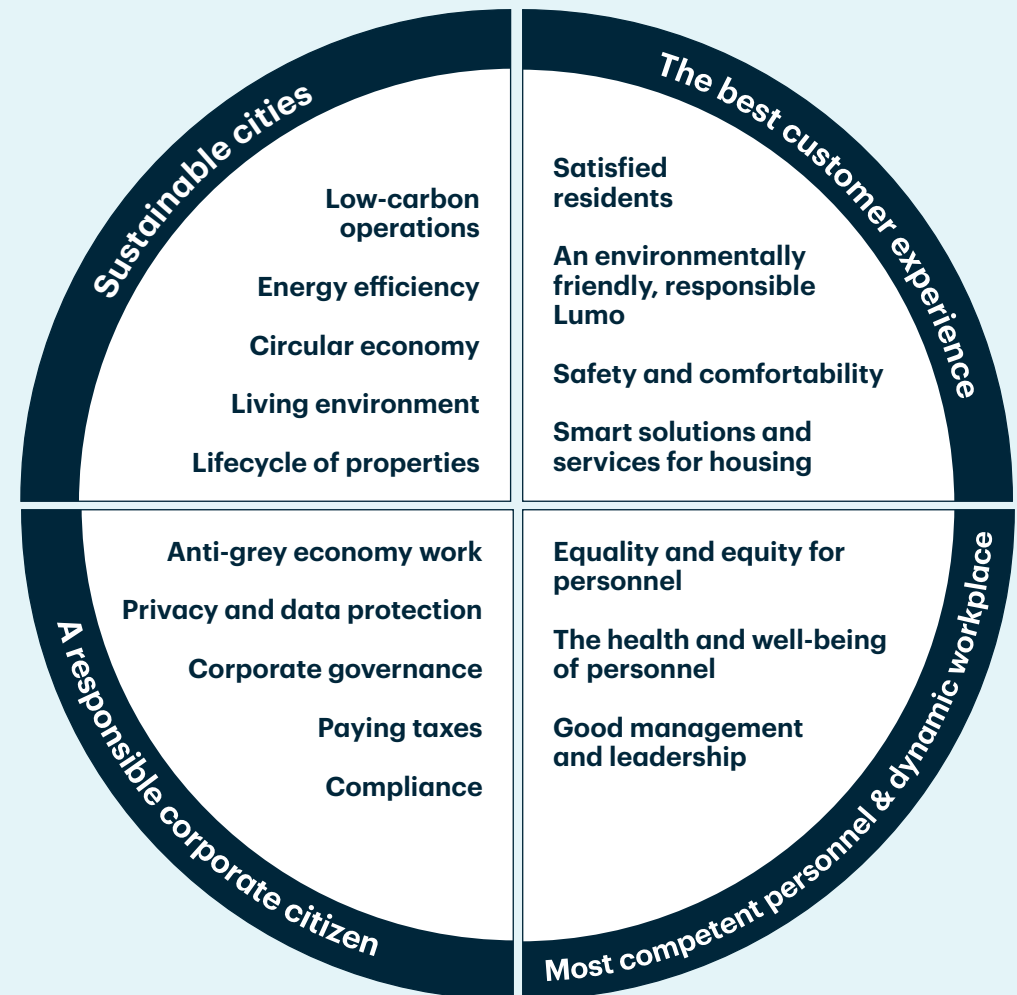
Our responsible and sustainable approach to business is reflected in our partner selection, cooperation and evaluation practices, for example. The sustainability of our procurement is guided by our Supplier Code of Conduct, which is incorporated into all of our new partnership agreements.

We want to communicate about and report on sustainability in a transparent and multi-channel manner. We aim for high-quality and comprehensive sustainability reporting. We report in accordance with the Global Real Estate Sustainability Benchmark (GRESB), GRI Standards and EPRA sBPR reporting frameworks, and we continuously develop our reporting. For 2022, we have developed our climate risk reporting in the direction of the TCFD framework and reported on taxonomy alignment.

Strategic focus area 2020–2023: environment and sustainable development

Sustainability programme

We create better urban living



Ensuring long-term profitability
and business growth

Sustainable and
responsible operations

Transparent sustainability
communications and reporting

Sustainable cities

We are committed to improving the energy efficiency of our operations and reducing greenhouse gas emissions. Our goal is for our property portfolio to be carbon-neutral in terms of energy consumption by 2030. We will increase the efficiency of our energy consumption by 7.5% by 2025 (VAETS energy efficiency agreement).

Sustainable cities

Low-carbon
operations

Energy efficiency

Circular economy

Living environment

Lifecycle of properties



Sustainable cities – targets of the focus area



Themes	Targets	KPIs	Outcome 2022
Low-carbon operation	Our target is to achieve carbon-neutral energy consumption for our property portfolio by 2030. The property electricity used by our property portfolio is 100% carbon-neutral.	<ul style="list-style-type: none"> Carbon footprint of the property portfolio, tCO₂e, kgCO₂e/apartment Share of carbon-neutral energy of the property portfolio's energy consumption, % Share of carbon-neutral electricity of property electricity consumption, % 	<ul style="list-style-type: none"> 38,695 tCO₂e 1 tCO₂e/apartment 21.9% 100%
Life-cycle of properties	Starting from 2020, we calculate the full life-cycle carbon footprint for chosen new construction projects.		
Energy efficiency	<p>We will increase the efficiency of our energy consumption by 7.5% by 2025, using 2016 as the baseline (VAETS energy efficiency agreement).</p> <p>We will reduce energy consumption by 3% annually, measured by the heat index.</p> <p>All of our own new property development projects that entered planning phase in 2021 will be executed with an E-value of ≤80.</p> <p>All of our major renovation projects will achieve a relative improvement in energy efficiency of at least 30%.</p> <p>We will reduce water consumption by 5% by 2030, using 2019 as the baseline.</p> <p>We will control and optimise the indoor temperatures of our property portfolio using e.g. AI solutions, based on actual temperatures and weather forecasts.</p>	<ul style="list-style-type: none"> Energy consumption of the property portfolio, GWh/a Specific energy consumption of the portfolio, weather-normalised, kWh/m³ Progress towards the VAETS energy efficiency agreement target, MWh, % Construction starts, using Kojamo's own plot reserve, with an E-value of ≤ 80, % Completed apartments, using Kojamo's own plot reserve, with an E-value of ≤ 80 during the financial year, % Energy efficiency improvement from completed renovation projects Water consumption of the property portfolio, l/m³ 	<ul style="list-style-type: none"> 347.3 GWh/a 32.4 kWh/m³ To be reported in the Half Year Report 100% 100% No projects aligned with the target in 2022 339 l/m³
Circular economy	<p>We will improve the waste recycling rate of our properties to 55% by the end of 2023.</p> <p>In both new property development and renovation, we aim to sort and recycle more than 70% of the waste generated during construction by the end of 2023.</p>	<ul style="list-style-type: none"> Waste recycling rate of the property portfolio, % Waste volume of the property portfolio, kg/apartment Average recycling rate of construction waste during projects, % 	<ul style="list-style-type: none"> 33% 424 kg/apartment Average recycling rate will be reported from 2023
Sustainable development of the living environment	We invest in growth centres, in locations with good public transport connections and services.	<ul style="list-style-type: none"> Gross investments, M€ Investments in growth centres, in locations with good public transport connections, % of apartments 	<ul style="list-style-type: none"> EUR 501.6 million 100%
The environmental responsibility of our own operations	All of our offices are WWF Green Office certified. As part of our Green Office activities, we reduce the environmental impacts caused by the work environment of our personnel.	<ul style="list-style-type: none"> WWF Green Office certification coverage of our offices, % Continuous improvement of Green Office operations 	<ul style="list-style-type: none"> 100%

Sustainable cities

We want to create urban environments that are comfortable, safe and in line with the principles of sustainable development. We take sustainability into consideration in property maintenance and in all of our investments, from new construction to renovation. We aim to improve energy efficiency, reduce the carbon footprint and promote circular economy. We continuously carry out repair, modernisation and new construction projects that support our goal.

Investments support our sustainability

We invest in the sustainability of our properties starting from the planning phase and the investment decision. As part of our investment decisions, we assess each property's energy efficiency and the forms of energy to be used, the probability of flood risks and the potential biodiversity perspectives associated with the area.

We assess the comfort of living from the point of view of proximity to green areas, services and transport connections. At our properties, we increasingly provide services that promote sustainability, such as shared facilities, diverse waste sorting and recycling opportunities and shared vehicles. In contract tendering, we also assess the sustainability of the prospective partners and their ability to commit to promoting Kojamo's sustainability targets. Sustainability is also part of the due diligence process associated with property acquisitions.

Since 2016, our goal has been to implement new construction projects that use our own plot reserve in accordance with nearly zero-energy building principles. This means an energy efficiency figure of less than 82. Effective from the beginning of 2021, we set this goal at an even more ambitious level by targeting an energy efficiency figure of 80 or less. This target was achieved for 100 per cent of our newly constructed properties in 2022.

Sustainable finance accelerates the achievement of sustainability targets

We respond to the challenges created by climate change by improving the energy efficiency of our properties, and our aim is to achieve carbon-neutral energy consumption for the entire property portfolio by 2030. The Green Finance Framework we published in 2021 links our sustainability targets and climate actions with our investments and financing. We published our first Green



Bond Impact Report in May 2022, providing information on the projects we have financed with our first green bond and describing their climate and environmental impacts.

[The report is available here →.](#)

In 2022, we signed a EUR 100 million revolving credit facility with Swedbank and a EUR 50 million credit agreement with Danske Bank. In both financing arrangements, the margin is linked to our sustainability targets related to the energy efficiency of new buildings and the reduction of the property portfolio's carbon footprint. The financing arrangements underscore our commitment to achieving the targets set out in our sustainability programme.

Improving energy efficiency as a part of renovation activities

In addition to improving the energy efficiency of our property portfolio through new construction, we also improve it by upgrading our existing housing stock. Indeed, improving energy efficiency is a key element of our ongoing repair and modernisation operations and plans as well as our daily maintenance activities. Our energy consumption covers the heating and property electricity of our properties.

According to our sustainability programme, our target is to improve the energy efficiency of apartments by 30% in connection with renovations. The first projects aligned with that target were planned in 2021 and started in 2022. No renovation projects were completed in 2022 that were covered by this target. The completed renovation projects have included, for example, internal refurbishment or

renovations of apartments that do not have an impact on energy efficiency.

In 2022, we invested a total of EUR 52.7 (44.4) million in renovating and modernising our property portfolio. We started several renovation projects in 2022 in Tampere, Turku, Oulu, Jyväskylä and Helsinki, for example. Situated close to excellent transport connections in Helsinki's Sörnäinen district, the Hämeentie 48 property was entirely renovated to meet the needs of today's customers. The renovation was completed in April 2022. Energy efficiency was improved during the year by, for example, replacing ventilation fans, optimising the energy consumption of properties and making adjustments to the heating network.

In 2022, we started the conversion of seven properties from district heating to geothermal heating. Heat recovery technology will also be installed in four of the properties. These measures improve the energy balance of the properties and reduce their carbon footprint. The renovation projects will be completed in 2023, and our aim is to start geothermal heating conversion at another seven properties.

We aim to reduce our carbon footprint of our properties

Due to the long life-cycle of properties, our most significant environmental impacts are related to the in-use energy consumption of our properties and the resulting carbon dioxide emissions. Our goal is appropriate and efficient energy consumption without compromising on the quality and conditions of housing. Our carbon footprint per apartment decreased in 2022 to 1.0 (1.1) tCO₂e per apartment.

We work continuously to improve the energy and water efficiency of our properties. We have created our own optimisation functions for the existing automation of technical building services at our properties to ensure a good housing experience and good health in addition to energy efficiency. Optimising room temperatures and the energy consumption of our properties, for example, has a direct positive effect on our carbon footprint.

Our property portfolio is 99% heated with district heating purchased from local district heating companies. During the year under review, 86 properties used district heating that is produced entirely from renewable and carbon-neutral energy sources. Our district heating suppliers have set carbon neutrality targets for their energy production that are in line with our own targets. The property electricity of our entire property portfolio – meaning the electricity used for shared premises and outdoor areas – is produced by using 100% carbon-neutral energy sources. We will also increase the number of properties with geothermal heating over the coming years.



A roadmap to carbon-neutral energy consumption

We drafted a roadmap in 2021 with the aim of carbon-neutral energy consumption at our properties by 2030. The roadmap contains the measures needed to achieve this goal. As our annual emission reduction target, we have set a minimum 4% reduction in CO₂e emissions for the entire portfolio until the end of 2025 (measured in terms of kgCO₂e / apartment). This target was exceeded in 2022, with our apartment-specific emission reduction being 9.4 per cent. Our measures to improve the energy efficiency of our property portfolio have a significant impact on reducing apartment-specific CO₂e emissions.

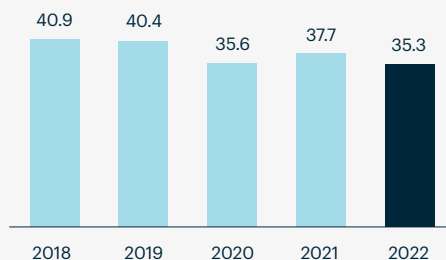
In our roadmap, the primary means of reducing emissions in the existing housing stock include modernisation, repair projects and energy management in accordance with the targets. Separate investments in geothermal hybrid systems and other renewable energy production as well as demolition-based new construction and infill development

can also be used to reduce emissions. New construction plays a significant role in the reduction of the portfolio's relative CO₂e emissions. The roadmap's guidelines, targets and measures to be implemented will be reviewed as part of Kojamo's annual planning and budgeting.

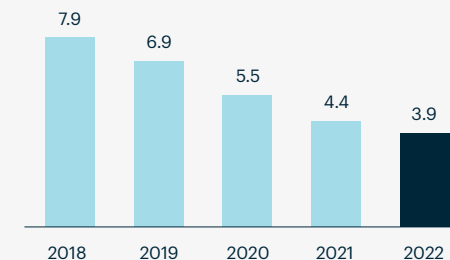
Energy savings through optimisation

We also take advantage of digitalisation in property maintenance. An optimisation system controls the heating of approximately 29,000 homes. The system optimises energy consumption by utilising temperature data from the apartments, weather forecast data and the energy consumption profiles that the system learns for each building. This produces benefits in the resident's comfort of living, the optimisation of energy consumption and cost efficiency. In addition, more than 96% of our properties are connected to a remote monitoring system for energy and water consumption. This enables a quick response and repairs in the event of a leak, for example.

The total energy consumption of buildings
(kWh/m²)



Relative CO₂ emissions, Scope 2 (kg CO₂e/m²)



Decreased water consumption reduced the need for heating energy

The total water consumption of our entire property portfolio relative to building volume amounted to 339 (342) l/m³, representing a year-on-year decrease of 0.9%.

In 2022, the heat index for our entire property portfolio was 32.4 (33.4), representing a decrease of 3.0% compared to the previous year. Property electricity consumption during the year under review increased from the previous year, with the specific consumption figure being 4.4 (4.3) kWh/m³. The efficiency of the use of property electricity was increased particularly by arrangements concerning sauna bookings to prevent a potential energy crisis, optimising the hours of operation of electrical heating and replacing exhaust fans with more energy-efficient units.

The environmental responsibility figures pertaining to the consumption trends of our property portfolio, reported in accordance with the GRI standards, are provided in the Sustainability performance indicators table on pages 66–75.

Promoting the circular economy

Promoting circular economy at our properties, during both construction and use, is a key goal for us. We invest in improving recycling and waste sorting awareness among

our residents. This includes posting more guidance in waste disposal rooms, for example. We monitor the development of waste volumes at our properties. The total volume of waste decreased by 3% from the previous year. At the same time, the amount of mixed waste increased and the recycling rate fell to 33% (38%).

We also focus on promoting circular economy in our new construction and renovation activities. On the next page, we provide a practical example: we demolished an old shopping centre in Helsinki's Puotila district and are building new, energy-efficient apartments in its place. We aim to achieve a waste sorting and recycling rate above 70% for non-hazardous waste in our construction projects by the end of 2023.

The environmental responsibility of our own operations

We also strive to operate sustainably in the daily life of our personnel. We have been involved in the development of WWF Green Office activities in Finland since 2002, when our head office received Green Office certification. Today, all of our offices are WWF Green Office certified. The certification aims to reduce the environmental impact of offices, increase environmental awareness among employees and achieve energy savings. We participate in the Down a Degree energy saving campaign and have reduced the temperature of our offices accordingly.



CASE

Demolition and recycling at the Puotila shopping centre

The demolition of the old Puotila shopping centre, which began in January 2022, was Kojamo's first demolition project in accordance with the Green Deal principles. The demolition was carried out with a focus on circular economy principles. Most of the property's waste was recycled and all possible movables were recovered. The material recovery target was at least 70 per cent of all non-hazardous waste. The target was exceeded, with the recovery rate of non-hazardous material being as high as 86 per cent.

"A demolition project needs to be very carefully planned to ensure that all of the various materials end up in the right places for further processing," says **Sanni Husso**, the project manager in charge of the undertaking. "During the planning stage, it is essential to carefully determine whether there are harmful substances in the building and to what extent they are present, and which recycling options are available for each type of material. For example, windows and large metal elements can be disassembled as complete elements and forwarded to further processing if the recipient so wishes. It is also important to identify hazardous waste such as asbestos and heavy metals," Husso explains.

The circular economy is part of Kojamo's sustainability programme and is taken into account in all new construction

and renovation projects. For the Puotila project, a recycling assessment was conducted as part of the demolition survey.

A total of 1,145 tonnes of concrete, 143 tonnes of metals and recyclable glass from exterior glass surfaces were recycled from the Puotila shopping centre. Reusable construction products, such as stainless-steel kitchen counters, ceiling light fixtures and bidet showers, were forwarded to the Helsinki Metropolitan Area Reuse Centre.

From Sanni Husso's perspective, the Puotila demolition project exceeded expectations. "There are always surprises, and this project was no exception. The amount of hazardous waste turned out to be greater than expected after we found asbestos in the concrete. Additional tests are conducted during the demolition work to avoid these types of surprises," Husso points out.

The Green Deal is a green development programme launched by the European Commission to help the EU achieve climate neutrality in Europe by 2050. Kojamo is aiming for all its construction projects to implement sorting and recycling in accordance with the Green Deal principles by the end of 2023.



The best customer experience

We work with a long-term view to promote better and more sustainable urban living. The Lumo brand delivers the best customer experience in housing for our customers: safe, convenient and environmentally friendly housing paired with the best housing services. Our main objectives are satisfied residents and increasing our Net Promoter Score.

Satisfied residents

An environmentally friendly, responsible Lumo

Safety and comfortability

Smart solutions and services for housing

The best customer experience



The best customer experience – targets of the focus area



Themes	Targets	KPIs	Outcome 2022
Satisfied residents	<p>The score awarded by our residents for the ease of Lumo homes' communication regardless of the service channel will be 4.5/5 by the end of 2023.</p> <p>We will introduce more services that promote sustainable housing and our residents' well-being.</p> <p>By the end of 2023, 90% of our households will use the My Lumo service.</p>	<ul style="list-style-type: none"> dNPS Annual resident survey, average – Communication and diversity 	<ul style="list-style-type: none"> dNPS 60 3.9/5
Environmentally friendly, responsible Lumo	<p>The score awarded by our residents for the convenience and functionality of waste sorting and recycling at Lumo homes will be 4/5 by the end of 2023.</p> <p>We will enhance waste sorting by our residents and reduce the volume of mixed waste from one year to the next. By 2025, at least 80% of Lumo homes will have a sorting solution that supports four waste fractions.</p> <p>By the end of 2025, at least 70% of the home appliances in our properties have a high energy efficiency rating.</p>	<ul style="list-style-type: none"> Annual resident survey, average – Environmental responsibility and consumption Actions taken 	<ul style="list-style-type: none"> 3.7/5
Safety and comfortability	<p>The score awarded by our residents for the safety and comfort of Lumo homes will be 4/5 by the end of 2023.</p> <p>By the end of 2025, all of our properties will have energy-efficient lighting that increases safety.</p> <p>We will ensure that the indoor environmental conditions of our apartments are healthy.</p> <p>We will promote a strong sense of community in housing through our active Lumo teams, among other means.</p> <p>We will promote our "Through the Customer's Eyes" operating model.</p>	<ul style="list-style-type: none"> Annual resident survey, average – Safety and comfort Actions taken 	<ul style="list-style-type: none"> 3.7/5
Smart solutions and services for housing	<p>The score awarded by our residents for Lumo homes' services that make daily life easier and promote sustainable housing will be 4/5 by the end of 2023.</p> <p>By the end of 2025, the opportunity to use a shared vehicle will be offered at all of our properties.</p>	<ul style="list-style-type: none"> Annual resident survey, average – Services enhancing responsibility Coverage of car sharing service 	<ul style="list-style-type: none"> 3.6/5 The target has been achieved: all of our residents have the opportunity to use shared vehicles

The best customer experience

As a property market frontrunner, we want to look ahead together with our customers and cooperate with them in the development of sustainability. Sustainability and environmental issues are important to our residents. During the year under review, we increasingly introduced these perspectives to the customer interface. For our residents, a Lumo home is more than just walls. To promote better urban living, we focused particularly on the development of sustainable services that make daily life easier.

For us, delivering the best customer experience in housing means providing homes that combine responsibility, sustainable lifestyles and comfort. Creating the best customer experience is a key part of our strategy, and customer satisfaction and understanding customer needs are important drivers for our operations. Our unique approach is also reflected in the convenience of renting an apartment from us. All of our apartments for rent are available via the Lumo webstore, which offers a customer path that has been designed to promote a convenient and personalised housing experience: our customers do not search for a home, they choose a home that suits them the best. To ensure a consistent and high-quality customer service experience, our own employees are responsible for the rental of apartments from first contact to the signing of the agreement. During the year under review, sustainability was a visible element in our Lumo webstore, starting from the renting stage. On the pages that present our apartments, we provide information on how sustainability perspectives are taken into account at the property in

question, as well as a search function on the webstore for soft values, which apartment-seeking customers can use to narrow the displayed apartments down to those that are relevant to their needs and wishes. In 2022, these soft values were “Families”, “Urban” and “Trails”.

My Lumo provides residents with quick access to services that support sustainable lifestyles

Sustainability is reflected in the daily life of our Lumo residents in various ways. We have made it easy for our residents to improve the sustainability of their housing and lifestyle by investing in housing services, additional services and the comprehensive My Lumo service. My Lumo is a digital platform that our residents can use to handle their housing-related affairs and buy services that make daily life easier. The service provides a personalised user experience and is already used by over 82 per cent of our residents.

We develop digital services for our residents at a rapid rate. During the year, we used user-driven design methods in our development efforts, including usability testing, resident interviews and surveys. Our objectives in service design are excellent usability and accessibility. We want our digital services to be genuinely accessible to everyone and take the needs of our diverse customer base into account. The accessibility of our services and the smoothness of the service experience were improved during the year by visual means and by increasing the range of available languages. Instructions for service use are now available in as many as 11 languages, with content in Ukrainian being the latest addition.

Sustainable values are also incorporated into the marketplace on the My Lumo platform, where customers can purchase various additional services related to housing such as cleaning or moving services. The service providers in the My Lumo marketplace are selected on the basis of sustainability criteria. During the year under review, we increased the number of local service providers in the marketplace to support the growth of smaller enterprises.

Convenient housing through solutions that make daily life easier

We build all Lumo homes close to good public transport connections and diverse services. Such locations enable more sustainable lifestyles, which we also support by providing our residents with access to shared cars and bicycles. All residents of Lumo homes have the opportunity to use shared vehicles. The cars can be picked up near the resident's home or wherever they need it.



As the electric vehicle fleet grows, also the need for recharging stations for Lumo residents will grow in the future. We take this into account when building new Lumo homes as well as by increasing the number of charging stations in existing Lumo buildings. Currently, we have already 1,300 charging stations for Lumo residents.

In the capital region, Lumo residents have had the opportunity to pick up their online shopping deliveries from the shared facilities of their apartment buildings for several years now. Early in the year, we started a pilot project involving PostNord Lähiboksi parcel machines. By the end of the year, the parcel machines had been installed at 40 Lumo properties in the capital region, Tampere, Turku, Oulu and Jyväskylä. The Lähiboksi parcel machines are placed in the yards of buildings, making the service available to the residents of Lumo buildings as well as other people in the neighbourhood. Our goal is to expand this convenient service to make it accessible to as many Lumo residents as possible in the near future.

One aspect of quality housing today is high-speed and reliable internet connections, which are changing the way people work, study and consume entertainment. To create better urban living, we want to provide our residents with free-of-charge broadband connections at faster speeds than before. During the year, we made DNA our sole broadband provider and increased the basic connection speed to a level that is above the general market practice. All of our properties now have at least 50 Mbit/s internet connections included in the rent. Our residents can also purchase higher speed internet services from DNA at special prices.

During the year under review, our residents spent a lot of time at home, which further underscores the need for a high-quality and straightforward customer service experience. We improved the service path for residents by creating separate contact forms for fault reports and

45

Customer satisfaction NPS
in 2022

the property manager, which makes it possible for issues to be handled from start to finish in a single channel. The development of the customer contact process means that service requests now reach the correct person faster, and their processing times are substantially reduced.

Our customer recommendation rate declined during the COVID-19 pandemic as general uncertainty and dissatisfaction increased. In 2022, we saw positive development in our customer recommendation rate due to factors including our improved service response, enabled by the faster processing of customer contacts, as well as the development of new services that promote sustainable living. The improvement in our overall NPS score 45 (20) is also partially attributable to a change in the measurement method, with the NPS now including the entire customer lifecycle and all service channels.

Property managers are housing experts at the service of our residents

All of our properties have a property manager who is responsible for the smooth daily life of the residents and helps the residents with all aspects of housing. The property manager's responsibilities include, for example, maintaining high-quality living conditions, optimising maintenance



repairs and ensuring that our partners operate in accordance with our agreements concerning activities such as property maintenance, cleaning and waste management, for example. Our residents can reach the property manager conveniently via the My Lumo service. Residents can use the service to contact the maintenance service partner directly to order minor repair services, such as fixing a kitchen tap. Promoting community spirit is also an important aspect of the work of property managers. This is achieved in collaboration with the residents through Lumo teams, for instance. Property managers serve as contact persons for Lumo team leaders.

The importance of waste sorting and circular economy solutions is reflected in the daily life of our residents

The most important sustainability theme highlighted in the sustainability survey we conducted in summer 2022 was the provision of comprehensive waste sorting opportunities both inside the apartments and in waste disposal areas. Waste sorting has also been indicated as a high priority in previous resident surveys, and Lumo homes has set a target of increasing the waste recycling rate from 33 per cent (2022) to 55 per cent by the end of 2023. Waste sorting by the residents of Lumo homes is supported by the provision of appropriate waste disposal facilities as well as clear guidance and active communications. Improving the effectiveness of communications on recycling has been identified as a key method of increasing the recycling rate.

Lumo teams and common areas create a stronger sense of community

The residents of our nearly 40,000 homes include people of all ages, with various backgrounds and representing many different cultures. Having an in-depth understanding of their needs is a prerequisite for the development of our services and the realisation of equality and non-

discrimination in changing circumstances. Promoting inclusion and a strong sense of community, and creating meeting places for our Lumo residents, support well-being in various ways and are part of our sustainability efforts.

Our properties have Lumo teams consisting of volunteers who live in the building, and this has become an established practice for some time now. Lumo teams develop their residential environment by organising events and other community activities for all of their building's residents. Examples include Christmas parties, building birdhouses out in the yard and evening events for residents to learn more about current themes related to housing. Each team works together with the property manager responsible for the building, and the activities are financially supported. During the year under review, we had 396 operational Lumo teams.

At their best, Lumo teams build a stronger sense of community, increase safety and give people more opportunities to influence matters concerning their building. Issues and problems related to an apartment building are easier to address when the residents benefit from a team-based model that supports development. Lumo teams also play an important role in promoting multiculturalism and genuine encounters that produce meaningful experiences. Examples of the events organised by Lumo teams during the year under review include a Venetian festival in the neighbourhood of Veromies in Vantaa, as well as Christmas meals and various volunteer work events.

Community-oriented living is also supported by the shared facilities of Lumo buildings, which we develop on a continuous basis. For newly constructed buildings, the importance of shared facilities is recognised right from the design stage. We also spend significant amounts on renovations to update facilities in accordance with the current trends in housing. For example, over the past couple

of years, club rooms have been converted into practical remote workspaces and lounges. During the year under review, we piloted the sharing of common facilities between different buildings located in close proximity to each other. For example, if one building has a gym and the other has a spacious banquet room for birthday parties, the residents of both buildings can benefit from the opportunity to use the facilities in question.

Sustainability discussion forum helps develop sustainability efforts in collaboration with residents

We are close to our customers in many ways, and we seek to engage our residents in the development of housing. In June, we sent out a sustainability survey to our residents and received close to 1,600 responses. The aim of the survey was to determine which sustainability themes are seen as the most important by our customers, and to get feedback on Lumo services related to sustainability. When asked about the most important sustainability themes related to housing, the respondents highlighted waste sorting and recycling, indoor temperatures and ventilation, and public safety.

The results of the survey provided Lumo homes with input on how to further promote sustainable urban housing and living based on the wishes of residents. The residents' active interest in sustainability inspired us to expand the dialogue aimed at developing the sustainability perspectives of Lumo homes. We subsequently piloted a sustainability discussion forum as a new resident community model during the autumn. The three-month pilot was built on the digital collaboration platform, with participation by about 100 residents interested in sustainability. In the pilot stage, the forum was used to discuss topics such as ways to motivate residents to improve their recycling and waste sorting, energy saving and developing a stronger sense of community.

The online community was given the name sustainability discussion forum and it will be launched for continuous use in 2023. The forum and our various information events and online panels help us to strengthen sustainability-related dialogue with our residents, simultaneously providing us with valuable feedback on our sustainability efforts.

Lumo homes housing advisors support residents in challenging situations

Our residents sometimes encounter challenging circumstances in life, which creates a need for assistance on how to ensure that their good housing situation can continue. Our housing advisory services aim at using preventative measures to help residents with housing-related problems and support the housing of families and elderly people. Timely support has a direct effect on improving the circumstances of residents and reducing evictions and overdue rent payments.

The Lumo homes housing advisor team provides high-quality customer service that requires special competence, even in challenging situations. The team also supports property managers. Social welfare professionals provide the teams with professional assistance from the perspective of social services. Housing advisory services are necessary when a resident faces financial difficulties, for example. The assistance methods include case management and flexible payment plans. The teams provide support related to major challenges in life as well as other housing-related problems such as disputes between neighbours.

During the year under review, the most significant goals of the housing advisory service were related to its work with customers, managing residents' affairs and ensuring the comfort of housing. The importance of addressing the challenges created by the COVID-19 pandemic and the need to adopt an increasingly proactive and prevention-oriented approach were highlighted in the housing advisory

service. At its best, the housing advisory service helps to ensure a good and safe housing experience for our residents by assessing potential solutions to various problems with the help of specialists.

Active communication with residents increases awareness of energy saving opportunities and boosts energy efficiency

Housing accounts for one-fifth of the carbon footprint of the average Finn. Most of the carbon footprint of housing comes from heating and electricity consumption. Measures related to electricity consumption and improving energy efficiency were a key focus area in Lumo homes' communications with residents during the year. Kojamo participated in the national Down a Degree campaign, whereby we encouraged Lumo residents to take practical energy-saving measures that have an immediate effect. We have been using e.g. artificial intelligence to optimise the indoor temperatures of our apartments for several years and, during the year, we provided our residents with practical energy saving tips for daily life and focused on proactive communications on power outages.

It is important for us to encourage our residents to participate in the climate effort. During the year under review, we added Zero-carbon heating to our range of sustainable housing services. We are the first housing provider in Finland to launch this service in Finland. It allows customers to pay an annual fee to significantly influence their carbon footprint by reducing one of their largest sources of CO₂e emissions to zero. Giving Lumo residents the opportunity to offset the carbon footprint of heating is one tool for managing the climate impacts of our entire value chain. We also launched a digital carbon footprint test that enables our residents to assess the sustainability of their lifestyle. Residents who complete the test are provided with personalised tips for more sustainable housing and living.

Test the sustainability of your lifestyle with our carbon footprint test

We want to enable our residents to take easy and effective climate action that has a direct impact on reducing their carbon footprint. We are the first rental housing provider to offer residents an innovative solution for influencing the sustainability of their housing and the CO₂e emissions of their heating energy: As a new service for Lumo homes, residents can participate in climate action by zeroing the carbon footprint of heating.

We have also launched a carbon footprint test that can be taken by anyone. For residents of Lumo homes, the test is based on the details of their housing situation. The carbon footprint test allows you to assess the sustainability of your lifestyle, especially through questions related to housing, consumption and mobility. As a result of the test, you can see your own carbon footprint in proportion to the average Finnish carbon footprint.

[Test your carbon footprint →](#)



**CASE**

Saana became a Lumo resident: “I think I’ll be happy to live here for a long time, maybe even my whole life”

The three current trends in housing – a sense of community, sustainability and convenience in daily life – are some of the main reasons why people choose rental housing. Rental housing is no longer just a mandatory or intermediate step on the path to owner-occupied housing. Instead, it is a conscious lifestyle choice.

Saana Tuomi has chosen to live in a Lumo home. For her, the most appealing aspect of rental housing is the fact that sustainable choices are easy to make and can be made in various ways. A responsible lessor makes it as easy as possible for residents to lead a sustainable everyday life and take sustainable action. People who rent their homes have access to support when it comes to reducing their carbon footprint.

When Saana’s son moved out to live on his own, Saana no longer needed three rooms just for herself. She stumbled across an advert for Lumo homes on Facebook.

“I explored my new home online and immediately made the decision to move in and paid the booking fee via the Lumo webstore. The convenience of the online application

process was nice: I didn’t have to compete with anyone,” Saana says, describing her big independent life decision.

In her brand-new home in the Vermo district, what most impressed Saana was the kitchen, which is of a higher standard than the kitchens of most rental properties. She is particularly pleased with the integrated cooktop. The quality of construction also caught Saana’s eye. The apartment has consistent heating and good soundproofing, which keeps the sounds of the adjacent construction site out of the home. For Saana, these are key aspects of living in comfort. The responsive service of Lumo homes is also a difference from her previous rental apartments: the property manager responds to e-mails on the same day.

The tenth-floor balcony of Saana’s apartment has a nice view. From the large, glazed balcony, she can see the Sello shopping centre on the other side of Ring I. The people on the busy streets below look so small from up high. She can also see her building’s yard with its brand-new barbecue area and sun loungers.



Saana was already familiar with the Vermo area beforehand. She enjoys being close to the sea, and the building is also a short walk away from the Gallen-Kallela Museum and café in Tarvaspää, for example. Saana notices the proximity of the Vermo horse-racing course when she goes for a walk and sees horses with their drivers racing past her on their training runs. Vermonniitti has good connections in all directions by bus and train.

“When I was thinking about where to move, one of my criteria was that my new home should be located in HSL’s AB zone – and this building is,” Saana points out.

Living nature and its future are important values for Saana. Sustainability was one of the reasons she chose a Lumo home. She was aware that Lumo develops low-carbon buildings that have long life spans and are efficient both in terms of materials and energy. That is a good thing because Saana is in her home to stay.

“I think I’ll be happy to live here for a long time, maybe even my whole life.”

She describes her sustainable lifestyle in practical terms.

“I buy my eggs directly from the producer and try to choose Finnish products in general. For cleaning, I use Finnish

ecological cleaning soap. I sort my waste, and when I buy something, I try to think about whether I really want or need it,” Saana explains.

For Saana, sustainability also means responsibility for ensuring that everyone is comfortable – greeting your neighbours and helping each other when help is needed.

Planning the housing of the future requires courage and innovativeness

In housing, attention is increasingly being paid to sustainable energy solutions.

“Locally produced energy, such as geothermal heat and solar power, will become mainstream in housing,” predicts Future Living Specialist Kimmo Rönkä.

Local food production will also increase. The trend started with salad pots on the balcony and cultivation trays in the courtyard. Rönkä expects the next step to be growing potatoes in the courtyards of apartment buildings. We have not yet reached true and complete self-sufficiency, but we are headed in that direction. Rönkä predicts that new cultivation methods will likely link food production to properties. For example, hydroponic cultivation, i.e. cultivation without soil, can be done anywhere.

“It may sound like science fiction, but perhaps in the future we will have cultivation rooms where food is professionally grown for the whole building,” Rönkä explains.

When you choose a sustainable rental housing provider, you also choose to align yourself with its ecological values and climate targets. Experts take sustainable development into account in the design of properties and apartments, creating the conditions for sustainable living in the everyday life of residents. This means life-cycle thinking and meaningful service and space planning, among other things.

Lumo invites you to take a look at our homes

Vibrant living in a skyscraper, cosy days in Turku’s Vasaramäki district, and communal daily life in the centre of a city. What do our residents value in Lumo homes, and what kinds of residents do our urban homes have?

[Take a look at our diverse Lumo homes →](#)



The most competent personnel and a dynamic workplace

We are known for our dynamic and productive corporate culture, where sustainability is everyone's concern. We ensure our future competitiveness through competence development and provide an employee experience that attracts the best talent. Our aim is to create a first-class employee experience through good management, by investing in employee well-being and promoting equality and non-discrimination.

Equality and equity for personnel

The health and well-being of personnel

Good management and leadership

Most competent personnel & dynamic workplace



The most competent personnel and a dynamic workplace – targets of the focus area



Themes	Targets	KPIs from 2021 onwards	Outcome 2022
Equality and equity for personnel	<p>We promote gender equality amongst our personnel. Equal and fair operating models are applied in all functions and job roles.</p> <p>We have a zero tolerance policy for harassment and inappropriate conduct.</p> <p>We promote the equal treatment of our personnel throughout the employment relationship, starting from recruitment.</p>	<ul style="list-style-type: none"> Gender distribution (all employees, supervisors, management, Board of Directors) Age distribution of employees, % Reports received through the Whistleblowing channel Development of personnel survey results related to equality and non-discrimination Wage equality amongst personnel 	<ul style="list-style-type: none"> p. 53 p. 53 0 pcs 3.72
The health and well-being of personnel	<p>We continuously invest in the well-being of our employees and provide our employees with benefits related to well-being.</p> <p>Our target is to reduce the sickness-related absence rate of our personnel to <3% by 2023.</p> <p>Our target is zero accidents. We will take action each year to improve occupational safety and the safety of commuting.</p> <p>We will ensure our competitiveness by developing the competence of our personnel.</p>	<ul style="list-style-type: none"> Number of employees Sickness-related absence rate, % Employee turnover, % Accident frequency Occupational accidents Average number of hours of training for employees, h 	<ul style="list-style-type: none"> 304 persons 2.32% 17.2% 0.001129 6 pcs 7h 57 min
Good management and leadership	<p>The perception of our personnel is that our management and supervisory work is of a high standard.</p> <p>We take a development-driven approach to management and encourage our personnel to emphasise renewal and learning.</p> <p>We manage our corporate culture towards our set targets in accordance with our strategy.</p> <p>We participate in the Responsible Summer Job campaign with the aim of achieving a high level of employee satisfaction among summer workers.</p> <p>We will be the most attractive and highly-valued employer in our industry.</p>	<ul style="list-style-type: none"> Overall results of the personnel survey Employee Net Promoter Score (eNPS) Coverage of performance appraisals, % 	<ul style="list-style-type: none"> 4/5 eNPS 16 100%

The most competent personnel and a dynamic workplace

We want to provide a first-class employee experience for our personnel. Our shared values – happy to serve, strive for success and courage to change – guide our operations and are reflected in our day-to-day work. Our aim is that every Kojamo employee enjoys their work and can take pride in the results of their work. During the year, we continued to focus on the theme of leadership development, with an emphasis on leadership through our corporate culture and taking a coaching approach to leadership.

We maintained our long-term focus on the development of our corporate culture in 2022 by continuing to effectively put into action our leadership culture, which has been summarised in the form of Leadership Steps. Adopting a coaching-style approach to leadership in day-to-day operations is part of our new leadership culture. The lessons learned in supervisor training have been increasingly put into practice by supervisors throughout our workplace community and also in terms of self-leadership. We will continue to integrate a coaching-style leadership culture into our operations in 2023.

We offer a wide range of training to all of our personnel. In 2022, we launched a series of training activities focused on inspiration and renewal to build stronger change competencies among our personnel. The training activities provided us with new insights on topics such as data-driven management, the use of artificial intelligence and modern learning methods. Many of our training activities are job-specific. In building management, for example, we collaborated on turning the Property Managers' Handbook

into an online training module. In customer service, training activities were focused on the themes of customer service and interaction skills in challenging situations. In sales, our employees have worked on managing their own work and assessing customer needs.

Our employee satisfaction survey results reflect our common leadership style

The results of our leadership development efforts were already reflected in our personnel survey in the previous year, with the topic of supervisory work emerging as our strongest theme based on the feedback we received. This trend continued in 2022, as we received positive feedback on our supervisory work in both individual questions concerning supervisory work and in open-ended feedback. As in the previous year, we received praise for the way our supervisors help their team members understand our strategy and maintain clear personal goals. The open-ended comments described Kojamo's corporate culture as open, inspiring and bold. The respondents also noted that it

Personnel satisfaction at a high level:

4/5

is easy for new recruits to join our ranks. One development area highlighted in the survey was internal communication, and we will create new operating models to strengthen that aspect of our operations in 2023. The focus of these efforts will be on the methods of supervisory communication and increasing dialogue across organisational boundaries. The overall results of the survey were very good, although the overall average score decreased slightly from the previous year and came to 4/5. The response rate was 79%.

Hybrid work increases interaction and the sense of community

We made the hybrid work model we adopted in autumn 2021 more specific by establishing a practice whereby everyone works at the office at least two days per week. The aim of the hybrid model is to increase flexibility in daily life while combining the best aspects of remote work and in-office work. The change has proved to be effective; our employees find that the days of in-office work add cooperation to each week as planned.



We systematically look after our personnel

Looking after our personnel is particularly important for us. We have a “safe at work” orientation training model, safety and rescue plans and an occupational healthcare action plan that cover 100% of our employees and operating locations. We also have a Customer Service Safety Plan for employees who work on the customer interface.

We organise occupational health and safety training for all of our employees as part of their orientation. We also arrange regular first aid, occupational health and safety training. Our subcontractors are responsible for providing occupational health and safety training for their personnel.

New Kojamo employees are satisfied with their orientation processes. We assess our performance in this respect by means of the eNPS indicator. The survey is conducted a couple of months after the employee has started work. In 2022, our eNPS score was 75.

We have an occupational health and safety organisation and an occupational health, safety and well-being committee comprised of representatives of employees, the employer and the occupational healthcare provider. Our employees have extensive multi-channel opportunities for participating in the development of occupational safety and health.

The eNPS for new employees was

75

The average duration of employment was

9.3
years

Our values – happy to serve, strive for success and courage to change – guide our operations and are reflected in our day-to-day work

Accident identification and risk management efforts are supported by our safety plan and our system for reporting near-accidents and occupational safety risks, which covers 100% of our personnel. The investigation of potential hazardous situations is the responsibility of the occupational health and safety organisation. We also conduct customer service safety surveys once every two years.

Our comprehensive occupational healthcare services cover all of our personnel. Although the pandemic continued during the year under review, the number of sickness-related absences remained moderate. In particular, the rate of long-term sickness-related absences decreased significantly compared to the previous years. As a new occupational healthcare service, we introduced a mental health chat and sparring service during the year to provide low-threshold discussion-based support for difficult situations in working life.

We provide a wide range of services that promote employee well-being, including sports and culture benefits, and activities geared towards building a strong sense of community.

We treat everyone equally and without discrimination

Non-discrimination and the equal treatment of personnel are deeply ingrained structural priorities for Kojamo. We want to employ the best people regardless of their background, and management diversity is part of our operating culture. Gender equality is reflected at all levels of the Kojamo organisation. We promote equality starting from recruitment, and we use the anonymous recruitment approach in nearly all of our external recruitment activities.

We will clarify the goals of our non-discrimination plan in 2023 as part of the renewal of our sustainability programme.

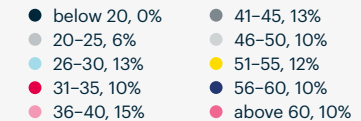
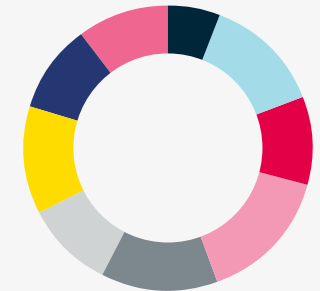
~50
summer workers



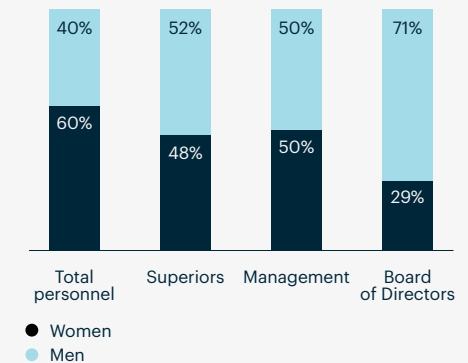
A summer job at Kojamo opens up various career paths

At Kojamo, summer workers are an important part of our workplace community and they get to participate in the development of the company's operations. We want to offer interesting duties and development opportunities to our summer workers. We aim to be an exemplary, competitive and responsible employer.

Personnel age distribution (%)



Gender distribution of employees (%)



**CASE**

Internal recruitment produces excellent career paths



Diverse career paths are common at Kojamo. Approximately one quarter of job vacancies are filled by using internal recruitment. Many vacancies are not even opened for external applicants. Internal recruitment provides employees with excellent development opportunities and a way to learn the business from many different angles. Career paths do not always mean upward progress; they can also involve switching to completely different duties.

According to Sales Manager Taina Repo, internal recruitment has various benefits. "Each applicant goes through a normal interview process that includes a constructive discussion on their competencies and strengths. Based on those discussions, we may even determine that the person's current job is the best role for them at this time, but since they are applying for a new position, the situation provides an opportunity to discuss whether some new content could be introduced to their existing job," **Taina Repo** explains.

Repo is pleased that everyone is given the opportunity to advance their careers within the organisation. She joined Kojamo as a sales representative in 2016 and first participated in an internal recruitment process a couple of years ago. The outcome of the process was that it was not the right time for her to move on to a new position. She felt that it was the right decision.

She then spent one more year in the same role, and when the next internal recruitment opportunity for a Sales Manager position came up, she was selected for the job. "I went from being a team member to a team leader," Taina says contentedly.

A summer job can serve as a launching pad for a career

Casper Westerinen's career path started with a summer job in building management in 2018. He was not a complete stranger to the property sector, as he had previous experience in real estate sales. Soon after he joined Kojamo as a summer worker, Casper was offered a permanent position. In 2019, he completed a vocational qualification in building management while continuing to work.

"Learning is a lifelong process and studying while you work is certainly possible, although taking on a permanent position meant that I had to put an end to my studies at Metropolitan University Prague," **Casper Westerinen** says. "I went in at the deep end, as I was given a portfolio of about 20 properties to manage. In hindsight, it was very beneficial as I learned all of the important aspects of the job in one go," Casper adds.

According to Casper, there is always help available at Kojamo, and the employees can rely on an extensive support network. "Working as a property manager is rewarding and sometimes stressful, but your co-workers are always there to support you. We have a really strong team spirit, and everyone does their share," Casper says.

Step-by-step progress

After being responsible for 20 properties in eastern Helsinki, Casper's next step was to manage properties in Helsinki's city centre. This added more administrative affairs to his learning path, including work on boards of directors and becoming familiar with agreements concerning joint arrangements.

Casper has also been closely involved in Kojamo's use of the **cell approach** →, which brings together the property managers, sales representatives, presenters and technical managers from a given area. The customer cells hold regular workshop-style meetings to discuss concrete ways for renting out apartments, maintaining properties in good condition and ensuring that the residents enjoy living in their Lumo homes. "The aim of the cell approach is to enhance our industry-leading customer experience," Casper explains.

When construction began on Kojamo's Lumo One skyscraper in Kalasatama, Casper was given the responsibility for its property management. "Lumo One is our crown jewel. The successful property management of Lumo One meant that, in November 2022, I was promoted to Head of Property Management in the Espoo, Helsinki, Kauniainen, Kirkkonummi and Porvoo areas," Casper says enthusiastically.

"I want to be the best at my job and making rapid progress in my career has only increased my motivation. What I like best about my work is continuous learning and keeping an eye on my personal development. It is very rewarding to see that I have contributed to our collective successes. I now manage a team of 18 people, so my focus has shifted from my own performance to the performance of my team as a whole," Casper adds.

As the cherry on the cake, Casper won Kojamo's Employee of the Year award for 2022.



A responsible corporate citizen

At the core of our sustainable growth is a culture based on Kojamo's values, which promotes transparency, honesty and ethical conduct. We operate with integrity and openly while developing our shareholder value in accordance with our strategy. Our sustainability is guided by our Code of Conduct, which defines our ethical standards and provides practical guidelines for operating in accordance with the principles of sustainable development.

Anti-grey economy work

Privacy and data protection

Corporate governance

Paying taxes

Compliance

A responsible corporate citizen



A responsible corporate citizen – targets of the focus area

Themes	Targets	KPIs from 2021 onwards	Outcome 2022
Anti-grey economy work Employment	<p>We have a zero tolerance policy concerning the grey economy.</p> <p>All of our partners and supply chain participants are registered with the Reliable Partner service maintained by Vastuu Group Oy in accordance with the Contractor's Obligations Act.</p> <p>We are a significant employer. Our employment effect extends beyond our own operations to construction, renovation, property maintenance and cleaning partnerships.</p> <p>At our construction sites, we monitor the TR figure as an indicator of working conditions in order to maintain a high level of occupational safety. Our target is TR >90.</p>	<ul style="list-style-type: none"> Gross investments, M€ Indirect employment effect, person-years TR figure at our construction sites Reports through the Whistleblowing channel or internal reporting procedures 	<ul style="list-style-type: none"> 501.6 M€ 6,288 person-years 95.9 0 pcs
Privacy and data protection	<p>We have a zero tolerance policy concerning data protection violations.</p> <p>We take a customer-driven and GDPR-compliant approach to all of our operations. We do everything we can to ensure the protection of our customers' personal data.</p>	<ul style="list-style-type: none"> Actual or suspected data protection violations 	<ul style="list-style-type: none"> 0 pcs
Paying taxes	<p>We are a significant taxpayer and we pay all of our taxes to Finland.</p> <p>We report our tax footprint transparently.</p>	<ul style="list-style-type: none"> Taxes and tax-like charges, M€ 	<ul style="list-style-type: none"> 95.1 M€
Compliance Corporate Governance	<p>The sustainability of our business is based on our Code of Conduct. 90% of our employees have completed training on our Code of Conduct.</p> <p>Our Supplier Code of Conduct will be incorporated into all our new partnership agreements.</p> <p>We comply with the recommendations of the Securities Market Association's Corporate Governance Code 2020 without deviations.</p>	<ul style="list-style-type: none"> Coverage of Code of Conduct training, % Share of new partnership agreements in which sustainability is guided by our Supplier Code of Conduct, % Reports through the Whistleblowing channel or internal reporting procedures 	<ul style="list-style-type: none"> 91% of the employees 100% 0 pcs
Sponsorship	<p>The Lumo sponsorship and grant programme annually supports top Finnish athletes as well as individual and team sports for young people.</p>	<ul style="list-style-type: none"> Implementation of the annual sponsorship programme 	<ul style="list-style-type: none"> 50 grants 8 sponsorships



A responsible corporate citizen

We emphasise responsibility towards customers, our responsibilities as a contractor as well as clear communication to our shareholders about Kojamo's corporate and social responsibility efforts and their progress. Our business operations have significant and long-term impacts on society through our purchases and investments. Our employment effect extends far into the value chain. As a significant taxpayer, we adhere to responsible tax practices and pay all of our taxes to Finland. By requiring all of our partners to operate responsibly, we also promote the sustainability of our industry as a whole.

Our Code of Conduct strengthens our responsible operating practices

Our Code of Conduct is based on Kojamo's values. It is the foundation for our operating practices and applies to everyone at Kojamo. The Code of Conduct includes the Group's business practices and requirements related to responsible and legally compliant operations, conflicts of interest, combating the grey economy, competing activities, responsibility for employees, bribery and corruption, sponsorship, environmental responsibility and the protection of assets and data. It defines how Kojamo employees conduct themselves and is reflected in all of our interactions with our stakeholders, society and the environment.

It is essential for us that everyone at Kojamo understands and internalises our operating practices, values and principles. We ensure compliance with the Code of Conduct by means of training, for example. Video training on the Code of Conduct has been incorporated into the orientation of new employees. We encourage employees to report all suspected misconduct and Code of Conduct violations and, in ambiguous situations, turn to the persons responsible for these issues for advice without hesitation. Kojamo also has a whistleblowing channel that employees, partners and other stakeholders can use to confidentially report any shortcomings, either anonymously or by identifying themselves. The reporting channel satisfies the requirements of the new Whistleblower Protection Act. We did not receive any reports via the whistleblowing channel in 2022.

We work together to promote responsible procurement

For us, sustainability also means that we are committed to transparency throughout our supply chain. Responsibility in our procurement activities is guided by Kojamo's Code of Conduct, compliance with the Contractor's Obligations Act and Kojamo's other procurement principles and guidelines. We require all of our partners and subcontractors to comply with laws and regulations, to join the Reliable Partner service maintained by Vastuu Group Oy and fulfil the related reporting obligations throughout the term of each agreement. Our Supplier Code of Conduct is incorporated into all of our new partnership agreements. We promote a safe workplace culture and, to ensure a high standard of occupational safety, we also monitor occupational safety at construction sites by means of an indicator of working conditions (TR indicator). Our target value for the TR indicator is over 90 and the outcome for 2022 was 95.9.

Responsibility in Kojamo's procurement is primarily guided by the Procurement Policy to be applied by employees engaged in procurement activities, and related training. Our responsibility is further guided by the Code of Conduct issued to our employees and incorporated into the agreements that we conclude with our partners. Our contracting agreements also include provisions limiting the chaining of contracts, for example. During the year under review, we updated the Procurement Policy to incorporate sustainability perspectives more broadly into our procurement guidelines and sharpen our procurement organisation and monitoring processes. We also created a separate Procurement Policy for construction contracting,

Indirect employment effect

6,288

person-years

IT purchasing and property services. We organised training throughout the year for all of our employees engaged in procurement activities on topics including contractual appendices and data protection.

Our goal is to develop our operations together with our partners and, thereby, ensure the ethicality and ecological sustainability of our supply chain. Supplier audits and discussions are important ways for ensuring that we develop together with our partners.

Responsible corporate citizenship and anti-grey economy models have been recognised as important focus areas in the field of construction and contracting. The anti-grey economy operating models used by Kojamo exceed the legislative requirements in many respects, and we are always looking for ways to go beyond mere compliance.

During the year under review, we held discussions with construction companies to find ways to promote collective commitment to responsible operating models throughout the supply chain. The discussions made it clear that construction companies see sustainability as a shared priority for the industry and developing consistent operating practices can help move the industry in a

more sustainable direction. We will continue to engage in active cooperation in the coming years to ensure that the quality- and sustainability-related targets are achieved in the various areas of the supply chain.

We make information on data protection easily accessible

Privacy is a fundamental right. Maintaining a high standard of data protection is at the core of Kojamo's corporate responsibility, and we have a zero-tolerance policy concerning data protection violations. Our customers trust us with confidential personal data, and we must ensure that we earn that trust through our day-to-day work throughout the Kojamo organisation. We promote transparency by providing our customers with easily accessible and understandable information on the processing of personal data and the realisation of data protection rights in all key languages. We proactively ensure the quality, appropriateness and responsible processing of customer data. We process personal data in accordance with the Data Protection Act and with particular care. Kojamo's data protection principles and policies are continuously updated to correspond to best practices and the applicable legislation.

We have focused increasingly on the data protection and data security competencies of our employees over the past few years, and we have made a conscious effort to promote learning by making the material easily understandable. In Kojamo's digital Virta learning environment, employees can access visualised content that covers basic information as well as job-specific training on data protection. The learning environment is currently being redesigned with the aim of replacing the traditional visualised content with an animated urban environment that uses gamification as motivation for

learning. The training materials are supported by Kojamo's comprehensive and clear data protection policies that include answers to frequently asked questions. Practical training and guidelines are provided for employees in different roles to help them gain an understanding of the data protection issues related to their duties. Our target is for everyone at Kojamo to complete data protection training in the online learning environment each year. In 2022, this target was achieved at a rate of 99 per cent.

During the year under review, the entire Kojamo organisation worked purposefully to ensure that the transfer of personal data, for example, is secure both from our customers' and our own operations' perspective. The development of the internal processes and administrative model related to the processing of personal data has included sharpening of responsibilities, the review and clarification of data protection processes and increasing the entire personnel's understanding of the topic. Special data protection teams began their operations at Kojamo early in the year. They consist of an operational data protection team and business unit-specific data protection teams. The data protection teams meet approximately once a month to discuss current data protection issues of relevance to each unit. We also increased data protection awareness among our personnel by means of regular reminders and briefings. We also complemented our data protection efforts by starting partner audits during the year.

For Kojamo, addressing data protection issues is part of improving the customer experience. During the year, we developed our customer communications concerning data protection rights and data collection to make the communications more user-friendly. We made our policies and guidelines more easily understandable and made the key points easier to find by placing them at the top of the data protection pages on our website. We

also increased our communications with regard to, for example, data collected by smart functions such as access control systems. We will continue to focus on making our communications on data protection more easily understandable in 2023.

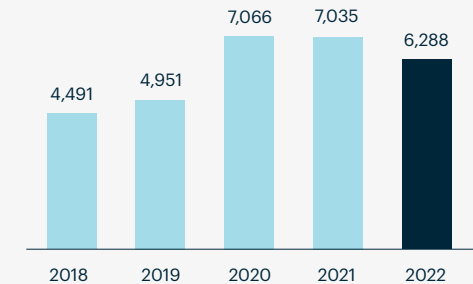
We promote sustainable value creation through investments, our employment effect and the payment of taxes

The profitability and competitiveness of our operations makes us a lucrative investment, a significant employer, a reliable partner and a good corporate citizen. We made substantial investments during the year under review, with our gross investments totalling EUR 501.6 million. Our employment effect is considerable, as it extends beyond our own operations to construction, renovation, property maintenance and cleaning partnerships. We calculate our employment effect for each project. Our total indirect employment effect in 2022 was 6,288 person-years.

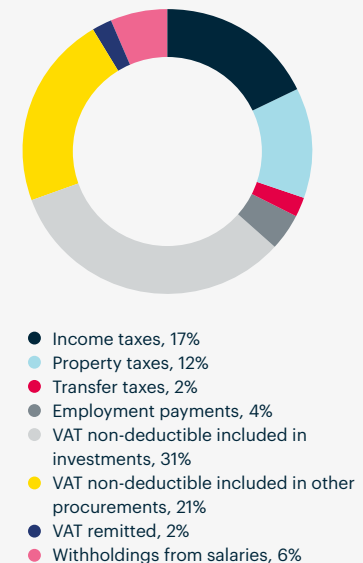
As a significant taxpayer, we participate in the development of society. All of our operations take place in Finland and we pay all of our taxes to Finland. Our tax footprint specifies all of the taxes and tax-like charges that society collects based on our operations. They include the direct and indirect taxes we pay as well as withholding taxes on the wages of our employees.



Indirect employment effect (person-years)



Group's tax footprint (%)



CASE

Lumo is there when athletes need support the most

Our shared sustainable future is built through action. We promote our sustainability as a social operator by sponsoring top-level Finnish sports and youth sports on the individual and team levels. The Lumo sponsorship and grant programme launched in 2012 is part of Kojamo's sustainability programme and a visible part of the Lumo brand.

Our sponsorship activities enable us to operate in an impactful and responsible manner in society. Long-term sponsorship accelerates aspiring athletes' rise to the top of the world and supports them when they need it the most. For **Nooralotta Neziri**, who has been part of the sponsorship programme since it was first introduced, sponsorship ensures that she can focus on goal-driven training and supports her on the path to success.

"Through our long collaboration, I have experienced the full range of benefits provided by the Lumo sponsorship. Our years together have included moments of success as well as disappointment. Lumo homes' support has been especially important during the more challenging times. The best thing about the programme is that Lumo does not turn its back on you when you have had a difficult year, but supports you through the tough times," Neziri says.

Sports sponsorship has taken on new forms over the years, and athletes now look for sponsors to act as partners who take good care of their sponsored athletes. Still, there are not many long-term sponsorship programmes that are built on partnerships, and finding a sponsor is not something that top athletes can take for granted.

"Sponsorship programmes such as the one provided by Lumo homes are quite rare these days. With the travelling to competitions, training camps and other essential activities, top-level sports takes a tremendous amount of financial resources. The financial support provided by sponsors allows the athlete to focus on their results and dreams. In my career as an athlete, Lumo was one of my first proper sponsors. I count myself very lucky to have been part of the Lumo team since the beginning," Neziri adds.

The Lumo sponsorship and grant programme is a far cry from traditional sponsorships focused on wearing a company's logo on your chest. Through sponsorship, Kojamo realises its responsibility as an operator that builds a strong sense of community, and the programme is focused on long-term and in-depth cooperation. Responsible operating practices, leveraging the power of a strong sense of





community and adhering to the principles of sustainable development are key elements of Lumo sponsorships. These priorities are reflected in the promotion of equality in top-level sports, for example. Lumo provides equal support to all beneficiaries of sponsorship and grants, providing a safe and non-discriminatory environment for athletes to challenge themselves and rise to the top. The operating principles applied to sponsorship also include a sustainable and equal administrative model: the selection of athletes is carried out by a panel comprised of Kojamo employees who are knowledgeable and enthusiastic about sports.

Kojamo's Sustainability Manager Niina Turri describes the sponsorship programme as a warm and family-style network that is there to help when the athlete needs it the most.

"Taking a long-term approach is a key aspect of the programme for us. We aim to establish long-term partnerships with athletes. Of the athletes selected for Lumo sponsorship for the year 2023, four have already been part of the programme for a long time. Equally, we want to

identify promising talents and choose new athletes as our partners," Turri says.

According to Neziri, getting to know other members of the Lumo team is also a valuable aspect of the programme. The athletes are supported through annual campaigns that highlight the significance of the team behind the programme. "Lumo-sponsored athletes are supported by a team of people who want you to succeed," Neziri points out.

Supporting the physical activity of children and young people is important for Kojamo. In addition to sponsorships, Kojamo gives out Lumo grants aimed at encouraging the continued development of athletes between the ages of 12 and 20 who show commitment to training and a passion for success in their sporting careers. The grants are available to any promising young athletes who have played sports as a member of a sports club for several years and who need financial support for their hobby. Our residents are given priority in the selection. Grants are awarded for both team and individual sports twice a year.

The grants have significant value for society, as they help to address the challenges associated with a lack of physical activity, marginalisation and loneliness.

"Children and young people are sometimes unable to participate in sports due to their family's financial circumstances. Our grants can help children and young people start or continue a hobby, bringing joy to their daily life and supporting their growth," Turri concludes.

More information on the Lumo sponsorship and grant programme and the Lumo-sponsored athletes and teams for 2023 is provided on Kojamo's website.

Kojamo's sustainability reporting principles

Kojamo plc reports on its sustainability as part of the Annual Report for 2022. The report provides information about the progress and results of sustainability efforts in 2022. The sustainability section of Kojamo's Annual Report is reported in accordance with the Global Reporting Initiative (GRI) standards and the EPRA (European Public Real Estate Association) Sustainability Best Practices Recommendations (sBPR Guidelines 2017, 3rd edition).

The coverage of the reporting recommendations is described in more detail in the GRI index and the table of sustainability figures on pages 66–75 and 79–85 in this report.

In addition, Kojamo reports on its sustainability as part of the Board of Directors' report, in the statement of non-financial information. The company also reports on its sustainability as part of its interim and half-year reports.

Scope and materiality of reporting

The Annual Report covers the key areas of Kojamo's financial, social and environmental responsibility and related activities during the reporting period 1 January–31 December 2022. Kojamo's sustainability reporting period is the same as the period used in Kojamo's financial reporting. The information is primarily disclosed for 2022. In addition, information is disclosed for 2021, 2020, 2019 and 2018 if it has been available in a comparable format and unless otherwise specified.

This report is prepared with reference to the GRI standards (GRI Universal Standards 2021). The disclosed theme-related information covers the aspects of sustainability material to Kojamo, concerning the areas of financial, social and environmental responsibility that are affected by the company's most significant sustainability impacts.

The topic standards are year 2016 versions, except the following ones: GRI 207: Tax (2019 version), GRI 303: Water and Effluents (2018 version), GRI 306: Waste (2020 version) and GRI 403: Occupational Health and Safety (2018 version). The materiality analysis regarding Kojamo's sustainability, the links between the material sustainability aspects and Kojamo's sustainability programme, and the company's most significant impacts on the environment, economy and people are described in the sustainability section of the Annual Report on pages 21–62.

The aggregated comparison of the content of the report is provided in the GRI Index. The report is published annually in both Finnish and English. The report is published online in PDF format.

The publication date for the Annual Report 2022 is 2 March 2023.

Scope and limitations of reporting

Kojamo's sustainability reporting covers all of the investment properties in Kojamo's rental use, totalling 39,231 (36,897) apartments at the end of 2022. This corresponds to 100% of the leasable floor area in use owned by Kojamo. In conjunction with the properties, Kojamo also has business premises, which are included in the reporting. There were a total of 746 (695) business premises at the end of 2022. As a rule, Kojamo owns all of the investment properties included in the reporting. The office premises owned and used by Kojamo are also included within the scope of the reporting.

In Kojamo's financial reporting, investment properties also include plots and development projects, but they are not included in the sustainability reporting, unless separately mentioned.

The indicators relating to sustainability are reported in accordance with the company's financial reporting principles. Kojamo does not report segment-specifically. Kojamo is a housing investment company that focuses on rental housing in Finland's growth centres. Therefore, it is not necessary to use a geographic or property type-based breakdown in reporting.

No changes have taken place in the coverage and limitations of reporting compared to the previous year, unless otherwise specified for a certain indicator.

Environmental responsibility indicators

The environmental responsibility indicators cover 100% of the investment properties owned by Kojamo on 31 December 2022, unless otherwise specified.

The indicators of environmental responsibility cover energy consumption, water consumption, carbon dioxide emissions and waste management for at least three years, unless otherwise mentioned. As Kojamo expanded the reporting on environmental responsibility indicators starting from 2020, some of the indicators are only available for 2022, 2021 and 2020.

The indicators are primarily reported for all properties and for comparable properties.

The environmental responsibility indicators primarily cover properties completed or acquired before 31 December 2022. The indicators of new construction projects and renovations are also included starting from the completion of the projects.

The cubic volume (m³) of the property portfolio has been used as the denominator in calculating the consumption indicators.

Comparable consumption figures are reported for a period of two years. The Like-for-Like property portfolio includes the properties owned by Kojamo during the last two full reporting periods. The review is prepared concerning uniform property portfolios for 2021 and 2022.

The consumption figures of the office premises owned by Kojamo are reported separately with regard to energy consumption and carbon dioxide emissions. For other indicators, the office premises owned by the company are not reported separately.

All indicators are based on actual consumption, not estimates.

Electricity and energy

The total energy consumption figure includes property electricity, heating and cooling.

The indicators of electricity, heating and cooling cover 744 (716) properties, or 100% of the investment properties owned by Kojamo. Like-for-Like indicators cover 699 properties, or 100% of the investment properties.

Of the properties, 92% (90%) are within the scope of remote measurement of heating energy. 100% (100%) of the properties are within the scope of remote measurement of electricity consumption.

The data related to the consumption of heating and cooling energy is primarily received from energy companies as digital messages that are automatically entered in the consumption monitoring system. For

energy meters that are not read remotely, the monitoring of consumption data is based on manual reading and recording the data in the consumption monitoring system.

Heating indicators are reported using both measured data and weather normalized data to facilitate annual comparisons.

Heating and cooling are included in the rent, which is the common market practice in Finland. For this reason, the indicators include heating and cooling of apartments in addition to the public facilities of the properties.

The electricity consumption data is received from the meters of electrical network companies, which transfer the data to the HUB service of the national grid operator Fingrid. The data is automatically entered in the consumption monitoring system. Electricity consumption-related indicators cover the use of property electricity. Property electricity includes the electricity consumption of the public facilities and outdoor areas of the property, such as saunas, cooling, ventilation, warming up and charging of vehicles, and lighting. In accordance with market practices, Kojamo's residents make their own electricity agreements with the electricity suppliers of their choice, and thereby the electricity consumption of the apartments (residents) is not included within the scope of the reporting.

The energy ratings of the valid energy certifications of our entire property portfolio are presented by energy certification type on page 75. The energy certification types are based on legislation.

Water

The indicators of water consumption cover 744 (716) properties, or 100% (100%) of the investment properties

owned by Kojamo. Like-for-Like indicators cover 699 properties, or 100% of the investment properties.

Water consumption indicators include the water consumption of both the property's public facilities and of the apartments (residents).

Water consumption is primarily measured using pulsed water meters that send the consumption data wirelessly to the consumption monitoring system. For water meters that are not read remotely, the monitoring of consumption data is based on manual reading and recording the data in the consumption monitoring system. Of the properties, 97% (96%) are within the scope of remote measurement. All indicators are based on actual consumption, not estimates.

The water for all properties owned by Kojamo is sourced from the municipal water network.

Waste

Waste-related indicators cover 96.7% (98.2%) of the investment properties owned by Kojamo, development projects (Metropolia properties) and company-owned office premises.

Regional waste management companies take care of the waste management of Kojamo's properties. Waste-related indicators are based on waste fraction-specific data and waste volumes provided by the waste management companies.

Carbon dioxide emissions

Kojamo does not have direct carbon dioxide emissions (Scope 1).

With regard to the heating related to the water consumption and energy consumption of Kojamo's properties, emissions accounting is conducted in accordance with the GHG Protocol, covering the Scope 1 and Scope 2 emissions for energy and Scope 3 emissions for the heating of water.

The Scope 1 and Scope 2 indicators for the properties cover 744 (716) properties, or 100% of the investment properties owned by Kojamo. Like-for-Like indicators cover 699 properties, or 100% of the investment properties. Regarding the treatment and distribution of water, the Scope 3 emissions cover 744 properties, or 100% of the investment properties.

Emissions accounting covers both market-based and location-based accounting. In accordance with the GHG Protocol, market-based accounting refers to an accounting method that takes into account the market instruments used in procuring the energy, such as guarantees of energy origin, and other products offered by the energy seller parallel to the same logic. Kojamo's property electricity is 100% produced using carbon-neutral energy sources. Kojamo's market-based accounting uses the product-specific factors provided by, and collected directly from, energy producers.

In location-based accounting, energy grid-specific or area-specific emissions factors are used for the entire amount of energy consumed. Location-based accounting uses the multiple-year average of emissions factors for energy production in all of Finland (Motiva). The average has been updated for 2022 and thereby affects the reduction of emissions for its part. The factors for heating and electricity were collected at the beginning of 2022. The accounting takes into consideration the emissions of heating, electricity and the heating of water.

The emissions of properties are accounted at the level of properties, covering the property portfolio and Kojamo's own locations. Scope 3 emissions include, besides the treatment and distribution of water, emissions from Kojamo's leasing and rental agents' cars and emissions from the company's business flights for the year under review. The total number of leasing and rental agents' cars is approximately 80 (79) vehicles. WWF's Climate Calculator Tool has been used in calculating the Scope 3 emissions for vehicles and flights. For the calculation of water-related emissions, a factor of 0.69 kgCO₂e/m³ has been used, which takes into account the pumping of water before the water enters the property as well as the treatment of waste water.

In 2022, total greenhouse gas emissions were 39,092 (57,182) tCO₂e. Emissions decreased by 18,090 tCO₂e. The significant reduction in emissions is primarily based on the decreased location-based emission factor in Finland and partly on improvements in the energy efficiency of the property portfolio.

Personnel responsibility indicators

The presented personnel responsibility indicators cover the entire Group's operations. The calculation of personnel indicators is also guided by the goals of our sustainability programme and the general guidelines of the Finnish Accounting Board regarding the calculation of personnel indicators disclosed in board of directors' reports.

The calculation of the accident frequency takes into account accidents resulting in an absence of at least one day. The working hours used in calculating the accident frequency have been calculated using the annual number of working hours. Working hours are calculated using the following formula: monthly working days*FTE figure*7.5.

For the purpose of calculating the sickness-related absence rate, a sick day means an absence caused by an employee's illness or an accident. The formula for calculating the sickness-related absence rate is the number of days of sickness-related absences divided by the number of working days in the period in question, divided by the number of personnel.

Kojamo Group conducts an annual Kompassi survey to measure employee experience and job satisfaction. All of the Group's personnel are invited to participate in the Kompassi survey. The Kompassi survey is conducted by the research company Promenade Insight Oy.

Assurance

The key data on energy, emissions and water related to Kojamo's sustainability reporting have been validated by an independent third party, KPMG. In addition, the key numerical data on personnel has been validated. A correspondence check has been carried out for the corresponding data in English. Information on the validated indicators is provided in the GRI Index on pages 79–85 of the Annual Report. The assurance report is on pages 86–87 of the Annual Report.

Contact information

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Sustainability performance indicators

Unless otherwise stated, all figures are reported as of the end of the year. The scope and calculation of the indicators are discussed in the section [Sustainability reporting principles](#) of the Annual Report.

Environmental responsibility indicators								
Property portfolio 31 December 2022	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Volume (heated) (m ³)	9,847,290	9,602,255	9,241,914					Information on the heated square metres is not available for all properties
Living area (m ²)	2,084,766	1,992,449	1,925,696					
Number of apartments	39,231	36,897	35,802	35,272				
Number of properties	744							
Coverage of heating conditions monitoring and heating optimisation	73%							

Energy	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
The energy efficiency of buildings (kWh/m ³)	35.3	37.7	35.6	40.4	40.9	302-3	Energy-Int	Total energy consumption
Construction starts of own development projects with E-value ≤ 80 (%)	100%							
Completed apartments, using Kojamo's own plot reserve, with EPC ≤80 during the financial year (%)	100%							
Own development projects that entered the planning phase on or after 1 January 2021 with EPC ≤80 (%)	100%	100%						Share of projects using Kojamo's own plot reserve
Own development projects that entered the planning phase before 2021 with EPC ≤82 (%)	88%	100%	100%					Share of projects using Kojamo's own plot reserve
Completed own development projects since 2016 with EPC equal or lower than the threshold (%)	84%	82%	82%					Share of projects using Kojamo's own plot reserve. The threshold is 82 for projects with the 2018 energy certificate type and 116 for projects with the 2013 energy certificate type (%)
Total energy consumption (GWh)	347.3	361.7	328.7	346	354.7		DH&C-Abs	Total energy includes property electricity and absolute heating. 99.5% of the heating energy used comes from district heating.
Total energy consumption, Like-for-Like (GWh)	332.9	353.4	309.4	316.7	324		DH&C-Abs	
Total energy consumption of own offices (GWh)	1.5	1.6	1.7				DH&C-Abs	Only electricity consumption is reported for local offices.

Energy	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Share of carbon-neutral energy of total energy consumption (%)	21.9%	20.9%	20.6%				DH&C-Abs	
Share of carbon-neutral energy of total heating energy consumption (%)	10.7%	10.6%	10.7%				DH&C-Abs	Share of renewable energy by energy source: wind power 0%, solar power 0,01%, geothermal heating 0,22%
Total district heating energy consumption (GWh)	303.8	320.4	278.8	303.2	314.2	302-1	DH&C-Abs	The figures for 2019 and 2018 were restated in connection with the reporting on 2020.
Total district heating energy consumption, weather-normalised (GWh)	318.7	318.8	331	322.7	324.4		DH&C-Abs	
Total heating energy consumption, Like-for-Like (GWh)	292.4	314.6	270.7	279	286	302-1	DH&C-LfL	
Total heating energy consumption, Like-for-Like, weather-normalised (GWh)	306.8	313.1	311.1					
Heating index, weather-normalised (kWh/m³)	32.4	33.4	34.6	35.8	36.3		Energy-Int	
Heating index, Like-for-Like, weather-normalised (kWh/m³)	34.0	34.1	35.1	36.4	36.3		Energy-Int	
Property electricity, total consumption (GWh)	43.4	41.4	40.1	42.8	40.5	302-1	Elec-Abs	
Total consumption of property electricity, Like-for-Like (GWh)	40.5	40.4	38.7	37.7	38	302-1	Elec-LfL	
Property electricity intensity (kWh/m²)	4.4	4.3	4.3	4.6	4.6	302-3	Energy-Int	
Property electricity intensity, Like-for-Like, (kWh/m²)	4.5	4.4	4.4	4.6	4.6	302-3		
Share of carbon-neutral electricity of total property electricity consumption, %	100%	100%	100%	100%				
Total fuel consumption (GWh)	0	0	0			302-1	Fuels-Abs	
Total fuel consumption, Like-for-Like (GWh)	0	0	0			302-1	Fuels-LfL	
Certificates, voluntary (% of properties)	2%	0	0				Cert-Tot	BREEAM/In-Use
Certificates, legally required (% of properties)	100%	100%	100%	100%			Cert-Tot	Energy certificates of properties
The applicable data coverage of properties is reported in the reporting principles section.								

[illegible]

The applicable data coverage of properties is reported in the reporting principles section.

The applicable data coverage of properties is reported in the reporting principles section.

Personnel responsibility indicators								
Basic information on personnel	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Personnel in total	304	325	317	296	298	102-8		
Management Team in total	6	6						
Type of employment (permanent/temporary)	270 / 34	284 / 41	282 / 35	267 / 29	274 / 24			
Average duration of employment (years)	9.3	9.4	9.3					
New employees (number and %)	36 / 12%	24 / 8%	31 (11%)	33 (12%)		401-1	Emp-Turnover	Of permanent personnel
Governance bodies						102-22	Gov-Board	
Board of Directors in total	7	7				102-22	Gov-Board	
Remuneration Committee in total	3	3				102-22	Gov-Board	
Audit Committee in total	4	4				102-22	Gov-Board	
Average tenure of the Board of Directors	5.9	5.4				102-22	Gov-Board	
Number of independent Board members	7	7				102-22	Gov-Board	
Independent of the company	7	7				102-22	Gov-Board	
Independent of significant shareholders	7	7				102-22	Gov-Board	
New employees by age (number and %)						401-1	Emp-Turnover	Of permanent personnel
under 20	0	0	0					
20–25	2 (6%)	1 (4%)	1 (3%)					
26–30	7 (19%)	2 (8%)	7 (23%)					
31–35	6 (17%)	4 (17%)	5 (16%)					
36–40	11 (31%)	7 (29%)	6 (20%)					
41–45	5 (14%)	2 (8%)	6 (20%)					
46–50	4 (11%)	4 (17%)	2 (6%)					
51–55	1 (3%)	4 (17%)	2 (6%)					
56–60	0	0	2 (6%)					
over 60	0	0	0					
New employees by gender (number and %)							Diversity-Emp	Of permanent personnel
Women	21 (58%)	12 / 50%	14 (45%)				Diversity-Emp	
Men	15 (42%)	12 / 50%	17 (55%)				Diversity-Emp	
Turnover (%)	17.2	10.9	9.8	14.6	10.2	401-1	Emp-Turnover	Of permanent personnel

Basic information on personnel	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Turnover by age (%)						401-1	Emp-Turnover	Of permanent personnel
under 20	0	0	0					
20–25	5.6	50	10					
26–30	17.5	13.3	16.1					
31–35	22.6	17.2	10.5					
36–40	26.1	15.6	8.7					
41–45	14.6	8.3	11.8					
46–50	20.0	13.8	6.9					
51–55	9.7	8.1	4.3					
56–60	1.6	3.8	5.8					
over 60	11.3	5.6	15					
Turnover by gender (%)							Emp-Turnover	Of permanent personnel
Women	16.8	9.5	8.8					
Men	17.9	13.0	11.2					
Gender pay ratio (by Hay classification)						405-2	Diversity-Pay	The average salary of women as a percentage of the average salary of men (%)
Hay 18–20 (senior management)	96	93	95				Diversity-Pay	
Hay 16–17 (middle management, senior specialists)	95	91	95				Diversity-Pay	
Hay 14–15 (specialists)	98	97	96				Diversity-Pay	
Hay 9–13 (employees)	100	102	105				Diversity-Pay	
Gender distribution % by Hay classification (women/men)							Diversity-Emp	
Hay 18–20 (senior management)	50 / 50	38 / 62	48 / 52				Diversity-Emp	
Hay 16–17 (middle management, senior specialists)	38 / 62	44 / 56	43 / 57				Diversity-Emp	
Hay 14–15 (specialists)	52 / 48	43 / 58	53 / 47				Diversity-Emp	
Hay 9–13 (employees)	88 / 12	86 / 14	89 / 11				Diversity-Emp	

Personnel distribution by task	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Gender distribution, women/men (%)							405-1	Diversity-Emp
All personnel	60 / 40	61 / 39	61 / 39	63 / 37	63 / 37		405-1	Diversity-Emp
Supervisors	48 / 52	45 / 55	46 / 54	54 / 46			405-1	Diversity-Emp
Management Team	50 / 50	50 / 50	50 / 50	40 / 60	25 / 75		405-1	Diversity-Emp
Board of Directors	29 / 71	43 / 57	43 / 57	43 / 57	29 / 71		405-1	Diversity-Emp
Personnel distribution by task (%)								
Rental operations and customer service	38	36	35	34				
Building management	18	19	16	16				
Investments	3	2	3	3				
Construction	6	7	8	6				
Ownership and investing	4	3	4	4				
Marketing and communications	2	2	3	2				
ICT and development	8	8	8	7				
Financial management and financing	14	14	14	16				
Other	8	9	10	10				
The classification of tasks was updated in 2019 and comparison figures for periods prior to that are not available.								

Personnel distribution by age (%)	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
under 20	0	0	0	0	0			
20–25	6	1	6	10	6			
26–30	13	11	13	9	10			
31–35	10	11	12	14	12			
36–40	15	16	13	10	13			
41–45	13	15	13	13	12			
46–50	10	10	11	10	13			
51–55	12	13	11	13	13			
56–60	10	14	14	15	14			
over 60	10	10	7	7	5			

Average age of the personnel	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Average age (permanent personnel)	45	45	45					
Average age (all personnel)	43	43	43					

Geographical distribution of personnel (%)	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Helsinki	77	78	77	74	73			
Hämeenlinna	1	1	2	2	2			
Jyväskylä	3	3	3	2	3			
Kuopio	2	2	2	3	2			
Lahti	3	2	3	3	3			
Lappeenranta	0	0	0	1	1			
Oulu	4	4	4	4	4			
Rovaniemi	0	0	0	0	0			
Tampere	7	7	7	7	8			
Turku	3	2	2	3	2			

Job satisfaction and competence development	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Personnel satisfaction index*, Kojamo/benchmark group (%)	3.96 / 5	4.09 / 5	75 / 68	75 / 68	73 / 67			No personnel satisfaction survey was conducted in 2020. The Culture Compass project and remote work survey were conducted instead.
Employee Net Promoter Score (eNPS)	16	48						
Coverage of performance appraisals (% of personnel)	100%	100%	100%	100%	100%	404-3	Emp-Dev	
Average training hours per person	7h 57 min	8 h 58 min	10h 20min	12h 24 min		404-1	Emp-Training	Annual training hours divided by the average number of personnel for the year.
Training the personnel on the Code of Conduct during the year (%)	91	87					Emp-Training	

Health and safety	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Work-related accidents	6	6	6	12		403-9	H&S-Emp	
Accident frequency	0.001129	0.001054	0.001036			403-9	H&S-Emp	Accidents divided by the number of hours worked during the year
Lost time injury frequency (LTIF)	11.29	10.54	10.36			403-9	H&S-Emp	Lost days divided by the number of hours worked during the year, multiplied by one million
Lost day rate (%)	0.01	0.01	0.04				H&S-Emp	Lost days divided by the number of hours worked during the year
Occupational diseases	0	0	0	0		403-2	H&S-Emp	
Absentee rate (%)	2.32	2.73	3.14	3.64		403-2	H&S-Emp	
Work-related fatalities	0	0	0	0		403-2	H&S-Emp	

Health and safety	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Occupational health and safety assessments, number and %	709 / 94%	712 / 100%	451 / 66%			416-1	H&S-Asset	Number of internal fire inspections and coverage of the housing portfolio
Violations of occupational health and safety requirements	0	0	0			416-2	H&S-Comp	Number
Occupational safety index (TR indicator) at Kojamo's construction sites	95.91	95.3	94.4	93.7	94.3		H&S-Asset	
Some of the figures are reported for the first time for 2020, so comparison figures are not available.								

Customer responsibility indicators								
Customer satisfaction	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Net Promoter Score (NPS)	45	20	36	34	35			
Digital Net Promoter Score (DNPS)	60	64	63					

Privacy policy	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Requests related to personal data processing								
- requests for information	1	5	6	6				
- requests for data correction	0	0	0	1				
- requests for data removal	12	17	9	7				
- objections to data processing	0	0	0	4				
Refusals of automated decision-making	0	0	0	0				
Requests for clarification and information by the supervisory authorities	0	0	1	0		418-1		
Personal data breach notifications	3	0	0	0		418-1		
Serious data security incidents	0	0	0	0		418-1		
Actual or suspected data protection violations	0	0	0	0		418-1		
Auditing	4	1	0	2				

Local communities	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Functions that have conducted local community engagement, impact assessments and development programmes (number)	396	470	~500			413-2	Comty-Eng	Number of Lumo teams

Economic responsibility indicators								
Taxes	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
The Group's tax footprint (%)						203-2		
Income taxes (%)	17	18	17	22	32	203-2		
Property taxes (%)	12	11	11	12	9	203-2		
Transfer taxes (%)	2	1	3	3	5	203-2		
Employment payments (%)	4	3	3	4	4	203-2		
VAT non-deductible included in investments (%)	31	34	34	22	19	203-2		
VAT non-deductible included in other procurements (%)	21	22	23	25	21	203-2		
VAT remitted (%)	2	4	5	6	4	203-2		
Withholdings from salaries (%)	6	6	6	6	5	203-2		
Taxes and tax-like charges in total (EUR million)	95	~104	~101	~90	~106	201-1		
Code of Conduct								
Code of Conduct	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Whistleblowing reports received	0	0	0					
Prevention of corruption								
Prevention of corruption	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Whistleblowing reports received	0	0	0	0				
Risk assessments related to bribery and corruption	0	0	0	0		205-1		
Confirmed corruption incidents and actions taken	0	0	0	0		205-3		

Economic impacts	2022	2021	2020	2019	2018	GRI Standards	EPRA code	Further information
Distribution and creation of direct economic added value (EUR million)								201-1
Total revenue	413.3	391.7	383.9	375.3	358.8		201-1	
Operating profit	-442.5	1,333.7	446.3	1,081.9	324.2		201-1	
Gross investments	501.6	356.9	371.2	259.9	365.2		201-1	
Investments in growth centres (%)	100	100	100					
Corporate tax	17.3	18.9	16.7	19.9	34.1		201-1	
Salaries and fees	17.8	16.4	17.3	16.4	16.8		201-1	
Grants and sponsorship								
Lumo grants (number)	50	150	150					
Lumo sponsorships (number of persons)	8	7	7					
Significant indirect economic impacts								203-2
Indirect employment effect (person-years)	6,288	7,035	7,066	4,951	4,491		203-2	

Energy ratings 31 December 2022								
E-2018			E-2013			ET		
Energy rating	Number	Share of total	Energy rating	Number	Share of total	Energy rating	Number	Share of total
A	4	0.3%	B	1	1%	A	6	7.1%
B	62	5.3%	C	95	55%	C	8	9.4%
C	40	3.4%	D	28	16%	D	29	34.1%
D	391	33.5%	E	30	17%	E	28	32.9%
E	335	28.7%	F	18	10%	F	1	1.2%
F	324	27.8%	G	1	1%	G	13	15.3%
G	11	0.9%						
Total	1,167	100.0%	Total	173	100.0%	Total	85	100.0%

The types of energy certificates are based on legislation. Energy ratings vary from country to country and are, therefore, not comparable.

Impacts and management of Kojamo's material topics of sustainability

In this table, we describe the management of the material topics of sustainability identified in our materiality assessment. We discuss the impacts of the material topics of sustainability on the economy, the environment and people, as well as our management actions and impact management. The impacts, actions, targets and results of our material topics of sustainability in each of the focus areas of our sustainability programme are discussed in more detail in the following sections: "Sustainable cities", "The best customer experience", "The most competent personnel and a dynamic workplace", and "A responsible corporate citizen".

GRI Standards	Material topics of sustainability	Material impacts on the economy, the environment and people	Key principles and policies as well as guidelines and plans that support sustainability	Actions related to the management of the material topics and managing the impacts
Sustainable cities				
Energy (302), Water and effluents (303), Emissions (305), Waste (306)	<ul style="list-style-type: none"> • Energy efficiency • Low-carbon operation • Circular economy • Sustainable development of the living environment (Kojamo plc's own topic) • The environmental responsibility of our own operations (Kojamo plc's own topic) 	<ul style="list-style-type: none"> • Due to the long life-cycle of properties, the most significant environmental impacts are related to energy consumption during the use of properties and the resulting carbon dioxide emissions. • Carbon dioxide emissions arising from the development of the current housing stock and new construction (e.g. construction materials) • Impacts of repair and modernisation activities on improving energy efficiency • Promoting the development of smart cities through digital solutions • Mitigating climate change by enhancing the efficiency of energy consumption and reducing the carbon footprint • Impacts of investments in growth centres on the sustainable development of the residential environment • Promoting sustainable and low-carbon urban development through investments in energy-efficient buildings • The impacts of projects focused on increasing renewable energy production, promoting clean mobility or developing waste management • Promoting the operating conditions of the circular economy at properties during new construction, renovation and residential use • Climate change risk mitigation and leveraging opportunities 	<ul style="list-style-type: none"> • Kojamo's strategy • Kojamo's values • Code of Conduct • UN Sustainable Development Goals • The target of carbon-neutral property use by 2030 • The voluntary energy efficiency agreement of the Finnish real estate sector 2017–2025 • WWF Green Office • Due diligence • Investment decisions • Roadmap for carbon-neutral energy use • Green Finance Framework 	<ul style="list-style-type: none"> • Target of carbon neutrality for the property portfolio by 2030 • The means of reducing emissions in the existing housing stock: modernisation, repair projects and energy management in accordance with the set targets, separate investments in geothermal hybrid systems and other renewable energy production as well as demolition-based new construction and infill development • Measures to improve the energy efficiency of the property portfolio • Use of energy optimisation programmes to adjust the indoor temperatures of apartments according to changes in outdoor temperature • Starting from 2020, calculating the life cycle carbon footprint for selected new property development projects • In making investment decisions, assessing each property's energy efficiency and the forms of energy to be used, the probability of flood risks and the potential biodiversity perspectives associated with the area • Incorporating sustainability into due diligence processes concerning properties
				<ul style="list-style-type: none"> • Implementing new construction projects built on Kojamo's own plots in accordance with the principles of nearly zero-energy construction • Carbon-neutral energy consumption roadmap for the housing portfolio • More than 98% of the properties are connected to a remote monitoring system for energy and water consumption • Monitoring the development of the waste volume of properties • Addressing climate risks as part of the risk management process • Reporting on the energy efficiency agreement of the real estate sector • Reporting on the Net Zero Carbon Buildings commitment • WWF Green Office audits • Management, development and monitoring by the company's Management Team and steering groups • Whistleblowing channel for employees, cooperation partners and other stakeholders

GRI Standards	Material topics of sustainability	Material impacts on the economy, the environment and people	Key principles and policies as well as guidelines and plans that support sustainability	Actions related to the management of the material topics and managing the impacts
The best customer experience				
Customer health and safety (416) Indirect economic impact (203)	<ul style="list-style-type: none"> • Safety and comfort • An environmentally friendly, responsible Lumo (Kojamo plc's own topic) • Satisfied residents (Kojamo plc's own topic) • Smart solutions and services for housing (Kojamo plc's own topic) 	<ul style="list-style-type: none"> • Promoting the safety and comfort of residential areas • Increasing the well-being of residents (e.g. high-quality living conditions, safe tenancy relationships, comprehensive housing services) • Enabling customers to make responsible choices and lead sustainable and lower-emission lifestyles • Supporting the service and sharing economy and boosting employment among local suppliers, for example • Increasing the carbon handprint through emission reductions in the value chain • Promoting the circular economy • Enhancing urban nature and green areas • Minimising construction site emissions and noise • Ensuring equality and promoting multiculturalism • Supporting a strong sense of community in housing 	<ul style="list-style-type: none"> • Kojamo's strategy • Kojamo's values • Code of Conduct • UN Sustainable Development Goals • Through the Customer's Eyes programme 	<ul style="list-style-type: none"> • Carbon footprint test • Zero-carbon heating service • The marketplace in the My Lumo service and incorporating sustainability criteria into the selection of service providers • Car sharing services and other services that enable a sustainable lifestyle • Active dialogue and cooperation with residents, supported by the collaborative development of services, user-driven design, resident satisfaction surveys and Kojamo's sprint model for responding to feedback • Taking accessibility into account in the design and guidance of digital services • Continuous improvement of service responsiveness and ensuring a smooth contact process (e.g. Lumo Caretaker team, Lumo property managers)
The most competent personnel and a dynamic workplace				
Employment (401), Occupational health and safety (403), Training and education (404), Diversity and equal opportunity (405), Non-discrimination (406)	<ul style="list-style-type: none"> • Good management and leadership • The health and well-being of personnel • Equality and equity for personnel 	<ul style="list-style-type: none"> • Promoting the work ability of the personnel and extending careers • Improving well-being and safety at work • Promoting an inclusive and equal workplace culture • Increasing competitiveness by ensuring the competence of the personnel 	<ul style="list-style-type: none"> • Kojamo's strategy • Kojamo's values • Code of Conduct • UN Sustainable Development Goals • Responsible employer • Responsible Summer Job campaign • Personnel policy • Equality and non-discrimination plan • Collective bargaining agreement 	<ul style="list-style-type: none"> • Anonymous recruitment • Oma Virta e-learning environment for employees, including courses and sustainability training to support well-being at work • Active development of Kojamo's corporate culture and leadership culture • Monitoring employee satisfaction and well-being at work through studies, surveys and development discussions • Supporting the employees' recreational activities • Own staff restaurant • My Kojamo service and other discussion forums and reporting channels
				<ul style="list-style-type: none"> • Sustainability discussion forum • Investments in shared spaces • Active sustainability-related communication aimed at residents (e.g. recycling and energy saving) • Comprehensive waste sorting and recycling opportunities • Lumo teams • NPS measurement • Taking sustainability into account, starting from the renting stage • Management, development and monitoring by the company's Management Team and steering groups • Whistleblowing channel for employees, cooperation partners and other stakeholders

GRI Standards	Material topics of sustainability	Material impacts on the economy, the environment and people	Key principles and policies as well as guidelines and plans that support sustainability	Actions related to the management of the material topics and managing the impacts	
A responsible corporate citizen					
Anti-corruption (205), Economic performance (201), Tax (207), Indirect economic impacts (203), Customer privacy (418)	<ul style="list-style-type: none">• Compliance• Anti-grey economy work• Paying taxes• Employment• Privacy and data protection• Sponsorship (Kojamo plc's own topic)	<ul style="list-style-type: none">• Promoting healthy competition and a fair labour market• Wide-ranging employment effects that extend beyond Kojamo's own operations and include partnerships in construction, repairs, property management and cleaning, for example• Development of society through significant tax payments• Societal value creation and increasing well-being by supporting the physical activity of children and young people• Promoting a safe working culture	<ul style="list-style-type: none">• Kojamo's strategy• Kojamo's values• Code of Conduct• Supplier Code of Conduct• UN Sustainable Development Goals• Corporate Governance Code• Whistleblowing procedure• Vastuu Group Oy's Reliable Partner service• Data Security Policy• Data protection principles and guidelines• Risk management• Lumo sponsorship and grant programme• Procurement Policy	<ul style="list-style-type: none">• Code of Conduct training incorporated into the orientation programme for all Kojamo employees• Monitoring occupational safety at construction sites by means of the TR indicator• Training for procurement personnel on the sustainability aspects of procurement• Supplier audits and development of operations together with partners• Partner audits concerning data protection• Anti-grey economy operating models• Investing in the data protection and data security competencies of the personnel• Data protection teams• Data protection training on the Oma Virta e-learning platform• Internal processes and governance model related to the processing of personal data• Tax footprint reporting• Transparent communication to shareholders regarding Kojamo's corporate and social responsibility efforts	<ul style="list-style-type: none">• Vastuu Group Oy's Reliable Partner service• Incorporating the Supplier Code of Conduct into all new partnership agreements• Restricting the chaining of contracts in contracting• Extensively addressing sustainability in the Procurement Policy• Taking safety issues into account in the competitive tendering of partnerships and engaging partners' commitment to maintaining a high-quality occupational safety culture• Lumo sponsorship and grant programme• Management, development and monitoring by the company's Management Team and steering groups• Whistleblowing channel for employees, cooperation partners and other stakeholders
The cornerstones of the sustainability programme					
Economic performance (201)	<ul style="list-style-type: none">• Ensuring long-term profitability and growth• Sustainable and responsible operations (Kojamo plc's own topic)• Transparent communication and reporting on sustainability (Kojamo plc's own topic)	<ul style="list-style-type: none">• The significant impacts of wages, taxes and purchases of materials, goods and services on the local economy and business sector• Sustainable growth of shareholder value• Promoting good corporate governance	<ul style="list-style-type: none">• Kojamo's strategy• Kojamo's values• Code of Conduct• Supplier Code of Conduct• UN Sustainable Development Goals• GRI Standards• Global Real Estate Sustainability Benchmark (GRESB)• EPRA Sustainability Best Practice Recommendations Guidelines (EPRA sBPR)	<ul style="list-style-type: none">• EPRA and GRESB reporting• Internal auditing• Vastuu Group Oy's Reliable Partner service• Whistleblowing procedure• Developing the sustainability of operations, together with partners• Transparent communication to shareholders regarding Kojamo's corporate and social responsibility efforts	<ul style="list-style-type: none">• Management, development and monitoring by the company's Management Team and steering groups• Whistleblowing channel for employees, cooperation partners and other stakeholders

GRI content index

Statement of use:

Kojamo Oyj has reported with reference to the GRI Standards for the period 1 January 2022 to 31 December 2022 (GRI 1: Foundation 2021)

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
GRI 2: General Disclosures					
2-1	Organizational details			Key figures 2022, Highlights of the year and Financial development, Kojamo's value creation model, Back cover of Annual Report	Articles of Association of Kojamo plc is available on our website →
2-2	Entities included in the organization's sustainability reporting			Reporting principles	
2-3	Reporting period, frequency and contact point			Reporting principles	
2-4	Restatements of information			Sustainability figures	Restated data is indicated for each reported piece of information.
2-5	External assurance			Reporting principles	
2-6	Activities, value chain and other business relationships			Kojamo's value creation model, A responsible corporate citizen	During the reporting year, there were no significant changes to the organisation's operations, value chain or partner network.
2-7	Employees	Yes		Sustainability figures, The most competent personnel and a dynamic workplace	We do not report figures on employee contract types broken down by gender or region.
2-8	Workers who are not employees				Kojamo's partner network consists of partners in construction, property management, cleaning and repair operations which are in a business relationship with the company and part of its supply chain. Our indirect employment effect is significant and we report it as part of our sustainability targets. Kojamo does not directly direct or control employees in its partner network.
2-9	Governance structure and composition		Gov-Board	Financial Statements: Governance, p. 18, Corporate Governance Statement, pp. 2–8	
2-10	Nomination and selection of the highest governance body		Gov-Selec	Financial Statements: Governance, p. 18, Corporate Governance Statement, pp. 3–4	Charter of the Shareholders' Nomination Board is available on our website →
2-11	Chair of the highest governance body				The Chairman of Kojamo's Board of Directors is independent of the company and its significant shareholders. The Board members' independence from the company and its significant shareholders is described on our website →

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
2-12	Role of the highest governance body in overseeing the management of impacts			Sustainability management and stakeholder engagement, Risks and opportunities related to climate change, Financial Statements: Statement of non-financial information, p. 20	
2-13	Delegation of responsibility for managing impacts			Sustainability management and stakeholder engagement, Risks and opportunities related to climate change, Financial Statements: Statement of non-financial information, p. 20	
2-14	Role of the highest governance body in sustainability reporting			Sustainability management and stakeholder engagement	
2-15	Conflicts of interest		Gov-Col	Corporate Governance Statement, pp. 5, 10–11	
2-18	Evaluation of the performance of the highest governance body			Corporate Governance Statement, p. 6	Kojamo's Board of Directors' Charter is available on our website →.
2-19	Remuneration policies			Remuneration Report, pp. 2–8, Remuneration policy	
2-20	Process to determine remuneration			Remuneration Report, pp. 2–8, Remuneration policy	
2-22	Statement on sustainable development strategy			CEO's review	
2-23	Policy commitments			Commitments at the core of our sustainability efforts, Impacts and management of Kojamo's material topics of sustainability	
2-24	Embedding policy commitments			A responsible corporate citizen, Impacts and management of Kojamo's material topics of sustainability	
2-26	Mechanisms for seeking advice and raising concerns			Sustainability management and stakeholder engagement, A responsible corporate citizen	
2-27	Compliance with laws and regulations				During 2022, no cases of non-compliance with laws and regulations emerged.
2-28	Membership associations			Sustainability management and stakeholder engagement	
2-29	Approach to stakeholder engagement			Sustainability management and stakeholder engagement	
2-30	Collective bargaining agreements			Financial Statements: Statement of non-financial information, p. 24	

GRI 3: Material Topics

3-1	Process to determine material topics			We create urban living sustainability	The process to determine material topics and the stakeholders engaged in the materiality analysis are described in more detail on our website →.
3-2	List of material topics			Impacts and management of Kojamo's material topics of sustainability	

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
GRI 200: Economic standards					
Economic performance					
3-3	Management of material topics, 201			Impacts and management of Kojamo's material topics of sustainability	
201-1	Direct economic value generated and distributed			Kojamo's value creation model, Sustainability figures	
201-2	Financial implications and other risks and opportunities due to climate change			Risks and opportunities related to climate change	
Indirect economic impacts					
3-3	Management of material topics, 203				
203-2	Significant indirect economic impacts			Kojamo's value creation model, A responsible corporate citizen, Sustainability figures	We report on indirect employment effect.
Anti-corruption					
3-3	Management of material topics, 205			Impacts and management of Kojamo's material topics of sustainability	
205-1	Operations assessed for risks related to corruption			Financial Statements: Statement of non-financial information, p. 26, Corporate Governance Statement, pp. 9-10	Assessed as a part of Kojamo's risk management process.
205-3	Confirmed incidents of corruption and actions taken			Sustainability figures	
Tax					
3-3	Management of material topics, 300			Impacts and management of Kojamo's material topics of sustainability	
207-1	Approach to tax			Financial Statements, Note 5, Taxes, p. 66, A responsible corporate citizen	
207-2	Tax governance, control, and risk management			Corporate Governance Statement, p. 9	
207-3	Stakeholder engagement and management of concerns related to tax				Tax-related issues are part of Kojamo's stakeholder engagement. In 2020, we surveyed stakeholder expectations as part of our materiality analysis. Taxes were highlighted as a central topic. Stakeholders' expectations have been taken into account in Kojamo's sustainability programme. The survey was not repeated during the reporting period.
207-4	Country-by-country reporting			Sustainability figures, A responsible corporate citizen	Partly reported. Kojamo operates only in Finland.

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
GRI 300: Environmental standards					
3-3	Management of material topics, 300			Impacts and management of Kojamo's material topics of sustainability	
Kojamo plc's own topic					
	Mandatory and potential voluntary certificates of properties		Cert-tot	Sustainability figures	
Kojamo plc's own topic					
	Coverage of heating conditions monitoring and heating optimisation in Kojamo's apartments, %			Sustainable cities, Sustainability figures	
Kojamo plc's own topic					
	Coverage of WWF Green Office of our offices (%)			Sustainable cities, Sustainability figures	
Energy					
3-3	Management of material topics, 302	Yes		Impacts and management of Kojamo's material topics of sustainability	
302-1	Energy consumption within the organization	Yes	DH&C-Abs, DH&C-LfL, Elec-Abs, Elec-LfL, Fuels-Abs, Fuels-LfL	Sustainability figures, Reporting principles	
302-3	Energy intensity	Yes	Energy-Int	Sustainability figures, Sustainable cities, Reporting principles	
Water and Effluents					
3-3	Management of material topics, 303	Yes		Impacts and management of Kojamo's material topics of sustainability	
303-1	Interactions with water as a shared resource	Yes		Sustainable cities	
303-2	Management of water discharge-related impacts	Yes			Not a material topic for Kojamo's operations.
303-3	Water withdrawal	Yes	Water-Abs, Water-LfL, Water-Int	Sustainability figures, Sustainable cities, Reporting principles	Kojamo does not operate in areas with water stress.
Emissions					
3-3	Management of material topics, 305	Yes		Impacts and management of Kojamo's material topics of sustainability	
305-1	Direct (Scope 1) GHG emissions	Yes	GHG-Dir-Abs	Sustainability figures, Reporting principles	

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
305-2	Energy indirect (Scope 2) GHG emissions	Yes	GHG-InDir-Abs	Sustainability figures, Reporting principles	
305-3	Other indirect (Scope 3) GHG emissions	Yes	GHG-InDir-Abs	Sustainability figures, Reporting principles	
305-4	GHG emissions intensity	Yes	GHG-Int	Sustainability figures, Sustainable cities, Reporting principles	
305-5	Reduction of GHG emissions	Yes		Sustainability figures, Reporting principles	2021 as a base year
Waste					
3-3	Management of material topics, 306			Impacts and management of Kojamo's material topics of sustainability	
306-1	Waste generation and significant waste-related impacts			Sustainability figures, Sustainable cities, Reporting principles	
306-2	Management of significant waste-related impacts			Sustainability figures, Reporting principles	
306-3	Waste generated		Waste-Abs, Waste-LfL	Sustainability figures, Reporting principles	
GRI 400: Social standards					
3-3	Management of material topics, 400			Impacts and management of Kojamo's material topics of sustainability	
Kojamo plc's own topic					
	Gross investments in growth centres (M€)			Key sustainability figures, Sustainability figures	
Kojamo plc's own topic					
	Total amount of grants			Sustainability figures	
Kojamo plc's own topic					
	Annual resident survey, average – Safety and comfort			The best customer experience	
Kojamo plc's own topic					
	Annual resident survey, average – Environmental responsibility and consumption			The best customer experience	
Kojamo plc's own topic					
	Annual resident survey, average – Services enhancing responsibility			The best customer experience	

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
Kojamo plc's own topic					
	Annual resident survey, average – Communication and diversity			The best customer experience	
Kojamo plc's own topic					
	NPS			Key sustainability figures, The best customer experience, Sustainability figures	
Employment					
3-3	Management of material topics, 401	Yes		Impacts and management of Kojamo's material topics of sustainability	
401-1	New employee hires and employee turnover	Yes	Emp-Turnover	Sustainability figures	We do not report figures by region, as we only operate in Finland.
Occupational health and safety					
3-3	Management of material topics, 403			Impacts and management of Kojamo's material topics of sustainability	
403-1	Occupational health and safety management system			The most competent personnel and a dynamic workplace	
403-2	Hazard identification, risk assessment, and incident investigation			The most competent personnel and a dynamic workplace	
403-3	Occupational health services			The most competent personnel and a dynamic workplace	
403-4	Worker participation, consultation, and communication on occupational health and safety			The most competent personnel and a dynamic workplace	
403-5	Worker training on occupational health and safety			The most competent personnel and a dynamic workplace	
403-6	Promotion of worker health			Sustainability figures, The most competent personnel and a dynamic workplace	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			The best customer experience, A responsible corporate citizen	
403-9	Work-related injuries		H&S-Emp	Sustainability figures	
403-10	Work-related ill health		H&S-Emp	Sustainability figures	

Dis-closure	Reporting contents	External assurance	EPRA sBPR	Location	Additional information
Training and education					
3-3	Management of material topics, 404			Impacts and management of Kojamo's material topics of sustainability	
404-1	Average hours of training per year per employee		Emp-Training	Sustainability figures	
404-3	Percentage of employees receiving regular performance and career development reviews		Emp-Dev	Sustainability figures	
Diversity and equal opportunity					
3-3	Management of material topics, 405			Impacts and management of Kojamo's material topics of sustainability	
405-1	Diversity of governing bodies and employees		Diversity-Emp	Corporate Governance Statement, p. 6, The most competent personnel and a dynamic workplace, Sustainability figures	
405-2	Ratio of basic salary and remuneration of women to men		Diversity-Pay	Sustainability figures	
Non-discrimination					
3-3	Management of material topics, 406			Impacts and management of Kojamo's material topics of sustainability	
406-1	Incidents of discrimination and corrective actions taken			Sustainability figures	In 2022, no concerns were reported via the whistleblowing procedure.
Local communities					
3-3	Management of material topics, 413				
413-1	Operations with local community engagement, impact assessments, and development programs		Comty-Eng	The best customer experience, Sustainability figures	
Customer health and safety					
3-3	Management of material topics, 416				
416-1	Assessment of the health and safety impacts of product and service categories		H&S-Asset	The best customer experience, Sustainability figures	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		H&S-Comp	The best customer experience, Sustainability figures	
Customer privacy					
3-3	Management of material topics, 418			Impacts and management of Kojamo's material topics of sustainability	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			A responsible corporate citizenship, Sustainability figures	

Independent Assurance Report to the Management of Kojamo plc

We have been engaged by the Management of Kojamo plc (hereafter “Kojamo”) to provide limited assurance on selected sustainability indicators presented in Kojamo’s Annual Report 2022 (hereafter “Selected Sustainability Information”) for the year ended 31 Dec 2022.

The Selected Sustainability Information consists of the following indicators:

- Energy:
GRI 302-1, GRI 302-3, Construction starts of own development projects with E-value ≤ 80 (%), Carbon footprint (tCO₂e/apartment)
- Water and Effluents:
GRI 303-1, GRI 303-2, GRI 303-3
- Emissions:
GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5
- Employment:
GRI 2-7, 401-1

Management’s responsibilities

The Management of Kojamo is responsible for the preparation and presentation of the Selected Sustainability Information with reference to the reporting criteria, i.e. GRI Sustainability Reporting Standards, and the information and assertions contained within it. The Management is also responsible for determining Kojamo’s objectives with regard to sustainable development performance and reporting, including the identification of stakeholders and material issues, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibilities

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our assurance engagement on the Selected Sustainability Information in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board IAASB.

That Standard requires that we plan and perform the engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement.

KPMG Oy Ab applies International Standard on Quality Management ISQM 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants IESBA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Procedures performed

A limited assurance engagement on Selected Sustainability Information consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Selected Sustainability Information, and applying analytical and other evidence gathering procedures, as appropriate. In the engagement, we have performed the following procedures, among others:

- Interviewed the members of Kojamo's senior management and relevant staff responsible for providing the Selected Sustainability Information;
- Assessed the application of the GRI Sustainability Reporting Standards reporting principles in the presentation of the Selected Sustainability Information;
- Assessed data management processes, information systems and working methods used to gather and consolidate the Selected Sustainability Information;
- Reviewed the presented Selected Sustainability Information and assessed its quality and reporting boundary definitions and;
- Assessed of the Selected Sustainability Information's data accuracy and completeness through a review of the original documents and systems on a sample basis.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Inherent limitations

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. Therefore fraud, error or non-compliance may occur and not be detected. Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data.

Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on the procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the information subject to the assurance engagement is not prepared, in all material respects, with reference to the GRI Sustainability Reporting Standards.

Helsinki, 1st March 2023
KPMG Oy Ab

Esa Kailiala
Authorised Public
Accountant

Tomas Otterström
Partner, Advisory



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