

Loihde Plc's Corporate Governance Statement

Loihde Plc's corporate governance complies with valid legislation, the rules and regulations of the Nasdaq First North Growth Market Finland marketplace (First North), the company's Articles of Association and the governance principles confirmed by the company's Board of Directors.

Loihde complies with the Finnish Corporate Governance Code 2020 for listed companies in its entirety as formulated by the Finnish Securities Market Association. The Finnish Corporate Governance Code is publicly available on the Securities Market Association's website cgfinland.fi/en.

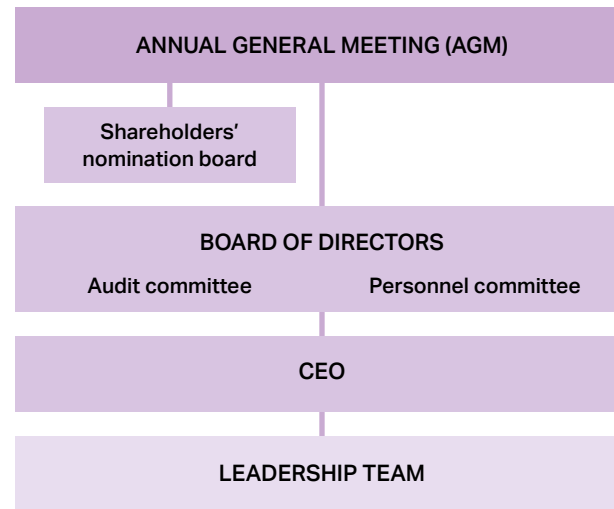
Even though compliance with the Finnish Corporate Governance Code is not required of First North companies, Loihde wants to promote good corporate governance and transparency for shareholders and other stakeholders by complying with its recommendations.

The Corporate Governance Statement is given separately from the company's Report of the Board of Directors.

LOIHDE'S CORPORATE GOVERNANCE STRUCTURE

In accordance with the Finnish Limited Liability Companies Act and the Articles of Association, the management of the company is divided between the General Meeting, the Board of Directors and the CEO. Shareholders participate in the management and supervision of the company through the decisions made at the General Meetings. In addition to the Articles of Association, the management is regulated by

the rules of procedure, which define the central duties of the Board of Directors, the committees and the CEO as well as the meeting policies followed by the company.



GENERAL MEETING

The General Meeting is Loihde Plc's highest decision-making body. At the General Meeting, the shareholders' decisions include:

- the adoption of the financial statements and the use of the profit shown on the balance sheet,
- the discharge from liability of the members of the Board of Directors and the CEO,

- the appointment and remuneration of the members of the Board of Directors,
- the election and remuneration of the auditor,
- changes to the Articles of Association, and
- acquisition and transfer of treasury shares.

The Annual General Meeting is held annually before the end of June on a date decided by the Board of Directors and considers matters that according to the Limited Liability Companies Act and the Articles of Association belong to the Annual General Meeting and other possible proposals mentioned in the notice. An Extraordinary General Meeting is convened if necessary.

A shareholder shall according to the Limited Liability Companies Act have the right to have a matter falling within the competence of the General Meeting dealt with by the General Meeting, if he or she so demands in writing from the Board of Directors well in advance of the meeting, so that the matter can be mentioned in the notice.

GENERAL MEETING 2022

Loihde Plc's Annual General Meeting was held in Vaasa on 5 May 2022. 2,005,761 shares, or approximately 33% of all shares, were represented at the meeting. The members of the Board of Directors, the CEO and the auditor were present at the meeting, either in person or through remote access.

BOARD OF DIRECTORS

The Board of Directors has general responsibility for the management of the company and for the proper organisation of the operations of the company. The Board of Directors has adopted written rules of procedure for the management, where matters that shall be dealt with by the Board of Directors, meeting practices and decision-making procedures are defined.

According to the Articles of Association, the company's Board of Directors consists of five to seven ordinary members, which are appointed by the General Meeting for one year at a time. The Chairperson of the Board of Directors is also elected at the General Meeting, and the Board of Directors elects a Vice-Chairperson from among its members. The proposal to the General Meeting on the number of members, the members and the Chairperson of the Board of Directors as well as their remuneration is prepared by the Shareholders' Nomination Board. The majority of the members of the Board of Directors has to be independent of the company, and at least two members have to be independent of the company's major shareholders as well.

The Board of Directors is convened by the Chairperson on a regular basis, at least six times a year. A quorum of more than half of the members of the Board of Directors must be present at the meetings.

The Board of Directors regularly assesses their operations and working methods through self-evaluation once a year.

MAIN DUTIES OF THE BOARD OF DIRECTORS

According to the rules of procedure, the main duties of the Board of Directors are among other things to:

- approve the long-term targets and strategies of the Group and its business areas,

- approve the business, financial and investment plans of the Group and its business areas for the financial period,
- ensure that the external financial statements of the Group and its companies are duly made as required by law,
- create the necessary organisational structure for the company's operations,
- appoint and discharge the CEO, the Managing Directors of the Group's business areas and the Directors in charge of the Group's administrative support functions, and decide on their remuneration and benefits,
- decide on the general principles for the Group's incentive schemes,
- approve the Group's values and follow their fulfilment,
- organise internal audits, follow external audits and take measures following from these together with the CEO,
- define the acquisition strategy and approve acquisitions,
- decide on significant investments by Group companies, other long-term expense items, transfers of property and funding vehicles,
- decide on significant expansion and reduction of operations, and
- prepare the matters to be dealt with by the General Meeting and see to their execution.

DIVERSITY OF THE BOARD OF DIRECTORS

Diversity is a central principle when Loihde's Board of Directors is elected. It supports the company's business development and achievement of targets. The diversity of know-how, experience and viewpoints among the members of the Board of Directors enables an open and innovative approach to business development, supports an improvement of customer understanding and promotes good governance.

Essential factors for diversity in the Board of Directors are the members having complementary education, know-how and experience from different industries and different devel-

opment stages of business management, and the personal qualities of the members of the Board of Directors. Diversity is supported by the Board of Directors having a wide age distribution, well-balanced gender representation and member experience from international business environments and different cultures.

The Shareholders' Nomination Board takes the diversity principles into account when planning the composition of the Board of Directors. As a part of the election and evaluation process, they look for representatives of both genders. Persons that are appointed to the company's Board of Directors must, in addition to the required qualifications for the role, also have enough time to take on the role. When preparing the composition of the Board of Directors, long-term needs and successor planning is also acknowledged.

MEMBERS AND MEETINGS OF THE BOARD OF DIRECTORS IN 2022

In 2022, Loihde's Board of Directors consisted of Timo Kotilainen (Chairperson), Kaj Hagros, Elina Piispanen, Matti Piri, Stefan Wikman and Jussi Hattula (until 5 May 2022).

All members were independent of Loihde and its major shareholders. The Board of Directors convened 21 times during the year. In 2022, the work of the Board of Directors centred on the development of the company's extensive offering and the structural changes that this required, acquisitions, development of competitiveness in the employee market and strategic guidance related to IFRS reporting.

Secretary of the Board of Directors was lawyer Teresa Kauppila from Castrén & Snellman Attorneys Ltd (until 5 May 2022) and thereafter the company's general counsel Juri Viitaniemi.

Members of the Board of Directors in 2022

	Year of birth	Education	Main occupation	Ownership 31 Dec. 2022	Member since
Timo Kotilainen (Chairperson)	1959	M.Sc.Eng.	Founding Partner, KASIN Consulting Oy, Board professional	3,483	2019
Kaj Hagros	1970	M.Sc.Eng., MBA	Equity investor, Managing Partner of Redstone Nordics Oy	5,501	2021
Jussi Hattula ¹	1968	M.Sc.Eng.	Director, Finnish Industry Investment Ltd (Tesi)	-	2018
Elina Piispanen (Vice-Chairperson)	1963	M.Sc.Econ.	Board professional, CEO of Fit Advice Oy	1,581	2019
Matti Piri	1969	M.Sc.Econ.	CFO, Accountor Group	1,001	2021
Stefan Wikman	1956	LLM (with court training)	Senior Advisor, Stewicon Ltd	1,101	2021

¹ Member of the Board of Directors until 5 May 2022

COMMITTEES OF THE BOARD OF DIRECTORS

In 2022, the Audit Committee and the Personnel Committee, working under the Board of Directors, have prepared matters that fall under the responsibility of the company's Board of Directors.

Audit Committee

It is the duty of the Audit Committee to among other things follow the financial reporting process for the interim financial statements, the financial statements and the consolidated financial statements and oversee the accuracy of Loihde Group's financial statements, the financial reporting process and the statutory audit. The committee follows the efficiency of Loihde Group's internal control, internal audit and risk management systems and oversees the Group's risks and the quality and coverage of the risk management. In addition, it is the duty of the Audit Committee to prepare proposals to the Board of Directors on matters relating to the development of corporate governance.

The Audit Committee consists of members that are appointed by the Board of Directors and that are not part of the company's management. The members shall be independent of the company and at least one of them shall be independent of the company's major shareholders.

In 2022, the Audit Committee consisted of Matti Piri (Chairperson), Stefan Wikman and Timo Kotilainen. The committee convened a total of seven times during the year. Each member's participation in meetings is shown in the table below. Secretary of the Audit Committee was Group CFO Pirjo Suhonen.

Personnel Committee

It is the duty of the Personnel Committee to among other things prepare proposals for Loihde's Board of Directors on the appointment of the CEO and other Directors that are members of Loihde Group's Leadership Team and to chart their successors when required. Additionally, the Personnel

Committee prepares proposals on the principles of remuneration for and compensation of the personnel and the Leadership Team and on share-based incentive schemes. The committee prepares the remuneration policy and remuneration report of Loihde's governing bodies.

The Personnel Committee consists of members that are appointed by the Board of Directors. In 2022, the Personnel Committee consisted of Elina Piispanen (Chairperson), Kaj Hagros, Jussi Hattula (until 5 May 2022) and Timo Kotilainen (as of 5 May 2022). The committee convened a total of six times during the year. Secretary of the Personnel Committee was Group HR Director Jaana Mäkinen (until 13 November 2022) and Kristiina Aaltonen (as of 14 November 2022).

PARTICIPATION IN MEETINGS

Name	Position	Board of Directors	%	Audit Committee	%	Personnel Committee	%
Timo Kotilainen	Chairperson of the Board of Directors	21	100	7	100	6	100
Elina Piispanen	Vice-Chairperson of the Board of Directors, Chairperson of the Personnel Committee	21	100			6	100
Matti Piri	Chairperson of the Audit Committee	21	100	7	100		
Kaj Hagros	Member	21	100			6	100
Jussi Hattula ¹	Member	11	100			2	100
Stefan Wikman	Member	21	100	7	100		

¹ Member of the Board of Directors until 5 May 2022

SHAREHOLDERS' NOMINATION BOARD

On 6 May 2021, the Annual General Meeting of Loihde Plc resolved to establish a Shareholders' Nomination Board to prepare proposals on the election and remuneration of the members of the Board of Directors for the General Meeting and confirmed the rules of procedure for the Nomination Board.

The Shareholders' Nomination Board is the governing body of the company's shareholders or their representatives, the duty of which it is to annually prepare the proposals regarding the election and remuneration of the Chairperson and members of the Board of Directors for the Annual General Meeting, and for the Extraordinary General Meeting when required. It is the main duty of the Nomination Board to ensure that the Board of Directors and its members have sufficient expertise, know-how and experience that correspond to the company's needs and to prepare well-founded proposals on the matter to the General Meeting.

According to the rules of procedure of the Nomination Board, during the first two terms of office, the members of the Nomination Board are appointed so that the association Virian pienosakkaat ry has the right to appoint three members, Finnish Industry Investment Ltd ("Tesi") has the right to appoint one member, LocalTapiola Mutual Life Insurance Company and LocalTapiola General Mutual Insurance Company (jointly "LocalTapiola") has the right to jointly appoint one member and Katja Ahola and Janne Tuomikoski has the right to jointly appoint one member. The term of office of the Nomination Board ends annually when new members have been appointed to the Nomination Board.

In October 2021, the above mentioned appointed the following members to the Shareholders' Nomination Board:

- Kalervo Haapoja, Piia Uusi-Kakkuri and Christian Wetterstrand, appointed by Virian pienosakkaat ry,
- Jussi Hattula, appointed by Tesi,
- Juha Malm, appointed by LocalTapiola, and
- Antti Pelkonen, appointed by Katja Ahola and Janne Tuomikoski.

In September 2022, the following members were appointed to the Shareholders' Nomination Board:

- Tuulia Holkkola, Matti Kulmakorpi and Christian Wetterstrand, appointed by Virian pienosakkaat ry,
- Jussi Hattula, appointed by Tesi,
- Juha Malm, appointed by LocalTapiola, and
- Juha Koivisto, appointed by Katja Ahola and Janne Tuomikoski.

The Chairperson of Loihde's Board of Directors Timo Kotilainen participated in the work of the Nomination Board as an expert without the right to participate in the decision-making. Chairperson of the Nomination Board was Christian Wetterstrand and secretary the Group's Director of Communications Tiina Nieminen.

The Shareholders' Nomination Board convened four times during the year. The combined meeting participation rate of the members were 100 per cent.



CEO

It is the duty of the CEO to be in charge of the day-to-day management of the company in accordance with the law and the instructions and orders issued by the company's Board of Directors. The Board of Directors appoints and discharges the CEO, decides on the salary and remuneration of the CEO and other terms of the employment relationship and supervises the operations of the CEO. The CEO ensures that the company's accounting practices are in compliance with the law and that the financial matters are organised in a reliable way.

Samu Konttinen has served as CEO of Loihde since 1 January 2021.

LEADERSHIP TEAM

The Leadership Team assists the CEO with the planning and operational management of the business. Among other things, it prepares Loihde's strategic planning and annual planning, follows the fulfilment of plans and financial reporting and prepares significant investments and acquisitions and divestments. One of the main duties of the Leadership Team is also to develop the internal cooperation within the Group and promote joint development projects. The members of the Leadership Team are appointed by the Board of Directors. Loihde's Leadership Team convenes regularly approximately twice a month. The CEO is responsible for the decisions made by the Leadership Team. It is the duty of the members of the Leadership Team to execute the decisions in their own areas of responsibility.

Members of the Leadership Team 31 December 2022

Name	Year of birth	Education	Role	Ownership 31 Dec. 2022	Member since
Samu Konttinen	1973	MBA	CEO	19,165	2021
Katja Ahola	1976	MA	Managing Director of Loihde Analytics Ltd EVP Business Development	213,331 ¹	2017
Tomi Bergman	1974	M.Sc.Econ.	Managing Director of Loihde Advisory Ltd	35,105	2021
Marko Järvinen	1970	M.Sc.Eng., eMBA	Managing Director of Loihde Trust Ltd	7,550	2014
Juha Meronen	1972	M.Sc.Pol.	Managing Director of Loihde Factor Ltd	1,368	2021
Mikko Mäkelä ²	1973	M.Sc.Eng.	EVP Strategy and Business Development	1,668	2021
Pirjo Suhonen	1965	M.Sc.Econ.	Chief Financial Officer	6,540	2018
Jere Teutari	1972	BBA	Chief Marketing Officer	590	2021
Kristiina Aaltonen ³	1966	Business college graduate, eMBA	Head of People and Culture	157	2022
Jarno Mäki ⁴	1978	M.Sc.Eng.	Managing Director of Onrego Ltd	5 ⁵	2022

¹ Directly owned shares 2,755, shares through Bellurum Oy 210,576

² Until 9 September 2022

³ as of 1 October 2022

⁴ as of 1 December 2022

⁵ In addition, Mäki owns 31.9% of Roaring Aspen Hill Ltd that has 50,000 Loihde shares.

INTERNAL CONTROL AND RISK MANAGEMENT

The Board of Directors of Loihde Plc has confirmed the principles of risk management, internal control and internal audit that the Group shall comply with.

RISK MANAGEMENT

The aim of Loihde's risk management is to support the implementation of the strategy and the achievement of the targets as well as to promote business continuity by reducing business vulnerability and protecting functions that are critical to business operations.

Risk management is an integral part of Loihde's daily business management. The Board of Directors of each Group company ensures that risk management is taken into account in the company's business operations, on both a strategic and operational level. The organising of risk management in practice is lead on a strategic and Group level by Loihde Plc's EVP Business Development and on an operational level by the person in charge of the company's risk management. The actual risk management is performed by every employee and supervisor in the company in their day-to-day work.

Risks are identified and assessed with the help of strategy risk mapping in connection with strategy, with the help of project risk assessment in connection with projects and in connection with annual structural risk mapping. When identifying risks, a comprehensive view of the internal and external environment of the Group, the business area and the unit and possible events that could affect the reaching of the targets is formed.

In the annual risk assessment, risks are assessed based on the probability of fulfilment and the impact they would have. From the point of view of reaching the targets, risks seen as particularly significant are defined as key risks and these are examined and approved annually by Loihde's Board of Directors, and the resources and actions of the risk management are primarily aimed at these. For key risks, a risk owner is appointed. The key risk owner plans and organises adequate actions for controlling the risk and is responsible for the implementation and reporting of these.

THE MOST SIGNIFICANT RISKS

The most significant risks and uncertainties that affect the operations of the Loihde Group are described in the company's financial statements release and the report of the Board of Directors.

INTERNAL CONTROL

Internal control is a part of Loihde's risk management system. It is the duty of internal control to adequately ensure the accuracy of processes and control risks that can have a negative effect on the accuracy of financial reporting or business functionality and efficiency or that can be linked to compliance with external laws and internal operating principles and guidelines.

The internal control procedures include, for example, policies and guidelines, risk identification and control measures to reduce risks, as well as the ensuring of the functionality of the controls.

The person most responsible for the Group's internal control is the CEO of Loihde Plc and on a business or company level the Business Director or Managing Director of the company. They take responsibility for that there are adequate internal control procedures to control risks and prevent adverse events. Operational management is responsible for risks and controls relating to them as well as for implementing corrective measures relating to controls.

The management with the above-mentioned responsibilities and the entire personnel constitute the so-called first line of defence of internal control. The second line of defence is the financial organisation of the Group and its subsidiaries. Internal control, auditors and supervisory authorities function independently as independent organisations constituting the third line of defence.

The Audit Committee supervises the internal control and the development and implementation of internal audit by authorisation of the Board of Directors. The CFO reports to the Audit Committee at least annually about the implementation of internal control and the results of internal audits.

INTERNAL AUDIT

Internal audit is a function that is intended to verify the fulfilment of the management and control environment and to recommend the development of the control environment on the basis of the conducted audits. Loihde does not have a separate function for internal audit. The Board of Directors assesses the need for internal audit annually and decides on the tasks needed for internal audit and the organising of these based on the assessment. The Board of Directors can use external help for implementing audits.

INSIDER MANAGEMENT

In matters related to inside information, Loihde complies with applicable legislation, like requirements in compliance with the Market Abuse Regulation and the guidelines for insiders published by Nasdaq Helsinki Ltd. In addition, the company has formulated its own insider guidelines, where instructions and regulations relating to inside management, publication of inside information, maintenance of insider lists and transactions of the management are defined.

Loihde maintains a project-specific non-public insider list for projects that have inside information. All people that have access to inside information specific to the project or event are listed as insiders. The people that are on the insider list cannot trade nor recommend trading in the company's financial instruments during the project in question. Persons that are on the insider list are informed in writing of this and of the obligations consequent on this, as well as of the applicable consequences of insider trading and illegally expressing inside information.

The management of Loihde must schedule its trading in the company's financial instruments so that it does not reduce general trust in the securities market. Management refers to members of Loihde's Board of Directors and Leadership Team. Management cannot trade during a closed window of 30 days preceding the publication of the financial statements release, business report or half-year report, nor can they trade on the day of publication. The restriction on trading also includes persons that participate in the preparation of profit reports or get information of their forthcoming content before the information is published.

On the grounds of the Market Abuse Regulation, Loihde Plc's management and their related parties must report trading in the company's financial instruments made for their own account both to the company and to the Financial Supervisory

Authority without delay and no later than within three working days of the trading. As for the company, it has to publish the transactions in question as company announcements without delay and no later than within two working days of receiving the information.

Loihde's general counsel is responsible for the coordination and supervision of matters related to inside information.

TRANSACTIONS OF RELATED PARTIES

In accordance with the IAS 24 standard, Loihde assesses and follows transactions made by its defined related parties. The company's related parties consist of its subsidiaries and the Board of Directors, the CEO and the Group's Leadership Team, as well as the family members of these and legal entities over which the mentioned persons exercise a controlling interest. Loihde maintains a list of parties that belong to the company's related parties and regularly follows, handles and assesses transactions made with its related parties in accordance with principles and regulation approved by the Board of Directors.

The company's financial management follows and supervises transactions of related parties as a part of the company's normal reporting and supervisory praxis and reports transactions of related parties to the Audit Committee on a regular basis. The company's Board of Directors decides on transactions of related parties that are not part of the company's normal business or that are not carried out under ordinary terms of trade. Members of the company's Board of Directors and Leadership Team and persons and parties that belong to their related parties are obligated to report potential transactions of related parties to the company. Transactions of related parties that have been made under different terms than the normal terms of trade are reported in the appendices of the financial statements.

AUDIT

Loihde's auditor must be an audit firm with an auditor in charge that is approved by the Finnish Central Chamber of Commerce.

The General Meeting elects the auditor based on the proposal by the Board of Directors. The Audit Committee of the Board of Directors prepares the proposal for the election of the auditor. The term of the auditor ends with the conclusion of the Annual General Meeting following the appointment. It is the duty of the auditor to audit the company's accounting, financial statements and management for the financial period. The auditor of the parent company must also audit the consolidated financial statements. The auditor reports regularly to the Board of Directors and its Audit Committee and gives the company's shareholders an auditor's report as required by law.

The company's auditor is the audit firm KPMG Oy Ab with Esa Kailiala, auditor approved by the Finnish Central Chamber of Commerce, as the principal auditor. In accordance with the decision of the General Meeting, the auditor's fee is paid according to the invoice approved by the company. In 2022, the auditor was paid a total fee of EUR 226,555 of which EUR 95,428 was paid for services not related to the audit.

CERTIFIED ADVISER

Loihde's certified adviser in accordance with First North's regulations is Aktia Alexander Corporate Finance Oy.

Board of Directors

Timo Kotilainen

Chairperson of the Board of Directors

Born 1959
 Founding Partner, KASIN Consulting Oy, Board professional
 Member of the Board of Directors since 2019

Primary work experience:

CEO, Nixu 2006–2014
 Board professional 2003–2006
 Several managerial positions, Nokia Networks 1993–2003

Positions of trust:

KASIN Consulting Oy, Chairman of the Board 2014–
 NSW Global Oy, Chairman of the Board 2022–



Kaj Hagros

Born 1970
 Equity investor, Managing Partner of Redstone Nordics Oy
 Member of the Board of Directors since 2021

Primary work experience:

CEO, Pivot5 2014–2017
 CEO, Tecnotree Oyj 2009–2013
 COO, FOX Mobile 2008–2009
 Managerial positions, First Hop 2001–2008

Positions of trust:

Heltti Oy, Chairman of the Board of Directors 2017–
 Inderes Plc, Chairman of the Board of Directors 2016–



Elina Piispanen

Born 1963
 Board professional, CEO of Fit Advice Oy
 Member of the Board of Directors since 2019

Primary work experience:

Transformation Director, Sanoma Media Finland 2016–2018
 CEO, Fit Advice 2015–
 Managing Director, Technology – Nordic Mobility, Accenture 2011–2014
 Several managerial positions, Accenture 1995–2014

Positions of trust:

Punainen Risti Ensiaju Oy, Chairperson of the Board of Directors 2020–
 Sitowise, member of the Board of directors 2017–
 Telko, member of the Board of directors 2017–



Matti Piri

Born 1969
 Group CFO, Accountor Group
 Member of the Board of Directors since 2021

Primary work experience:

Group CFO, Altia 2013–2018
 VP Finance & Control, Neste Oil 2011–2013
 Finance Director and other positions in finance, Mars Inc 1994–2011



Stefan Wikman

Born 1956
 Senior advisor, Stewicon Oy
 Member of the Board of Directors since 2021

Primary work experience:

Lawyer, Roschier 1994–,
 Partner 1996–2016
 Senior Advisor 2016–2022
 Managerial positions in KWH Group 1986–1994
 Manager, SYP 1983–1985

Positions of trust

KWH Group, member of the Board of Directors 2019–
 Harry Schaumans Stiftelse, Chairman of the Board of Directors 2009–



All members of the Board of Directors are independent of the company and its major shareholders.

Leadership Team

Samu Konttinen

Loihde Group CEO
MBA
b. 1973
Employed by the Group since 2021
(member of the Board since 2019)



Marko Järvinen

Loihde Trust Ltd's
Managing Director
M.Sc. (Eng), eMBA
b. 1970
Employed by the Group since 2014



Katja Ahola

Loihde Analytics Ltd's
Managing Director,
EVP Business
Development
MA
b. 1976
Employed by the Group since 2017



Juha Meronen

Loihde Factor Ltd's
Managing Director
M.Soc.Sci.
b. 1972
Employed by the Group since 2021



Tomi Bergman

Loihde Advisory Ltd's
Managing Director
M.Sc. (Econ.).
b. 1974
Employed by the Group since 2021



Pirjo Suhonen

CFO
M.Sc. (Econ.)
b.1965
Employed by the Group since 2018



Jere Teutari

CMO
BBA
b. 1972
Employed by the Group since 2021



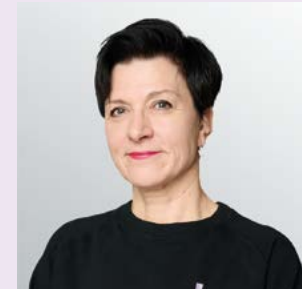
Jarno Mäki

Managing Director of
Onrego Ltd
M.Sc.Eng.
b. 1978
Employed by the Group since 2022



Kristiina Aaltonen

Head of People and
Culture
Business college
graduate, eMBA
b. 1966
Employed by the Group since 2021



More detailed information on the members of the Leadership Team is available on the company's website loihde.com.