

Governance and remuneration

Our corporate governance is guided by the Articles of Association, as well as by the Code of Conduct, guidelines and policies confirmed by Gasgrid's Board of Directors and Management Team.

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Introduction

Gasgrid is a state-owned gas transmission system operator with system responsibility in Finland. Gasgrid provides its customers with safe, reliable, and cost-effective gas transmission services, and actively promotes the development of gas markets. The company aims to be a transparent and reliable enterprise that operates responsibly, supporting society's transition towards carbon neutrality with the help of gaseous fuels.

Gasgrid's decision-making and governance always comply with the applicable Limited Liability Companies Act, the Natural Gas Markets Act, the Act on the Separation of the Natural Gas Transmission Network Operator, and the Act on Procurements and Access Rights Contracts for Units in the Water, Energy Supply, Transport and Postal Services Sectors. Gasgrid also complies with the state ownership steering policy valid at any given time.

Gasgrid complies with the applicable sections of the Corporate Governance Code for listed companies prepared by the Securities Market Association. The Code is available at www.cgfinland.fi/en. The most significant deviations from the Corporate Governance Code are due to the fact that Gasgrid has only one owner: the State of Finland. In addition, the state has specified some of the matters included in the recommendations in Government Resolution on the State Ownership Policy, so it is not appropriate to comply with every part of the Corporate Governance Code.

Corporate governance

The company's corporate governance is guided by its Articles of Association, as well as the Code of Conduct, guidelines, and policies confirmed by Gasgrid's Board of Directors and Management Team.

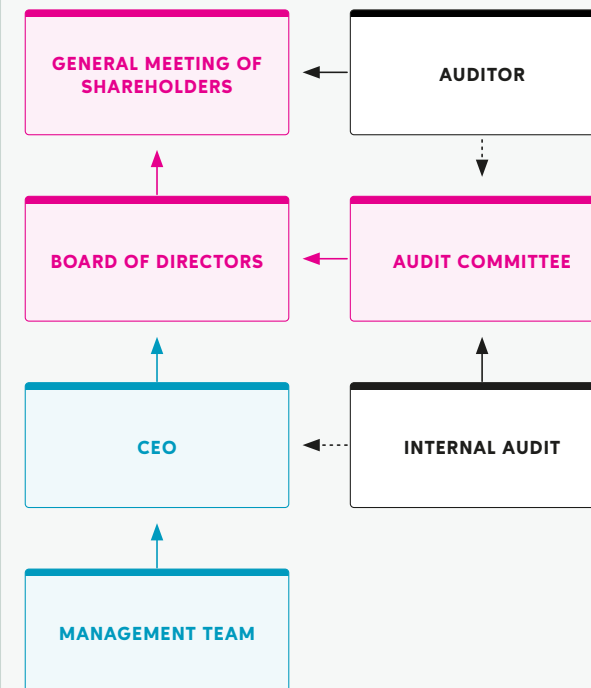
General Meeting of Shareholders

The General Meeting is Gasgrid's supreme decision-making body. The General Meeting adopts the financial statements, decides on the distribution of profits, elects an auditor and the company's Board of Directors, elects the Chair of the Board of Directors, decides on the remuneration for the Board of Directors, and decides whether to release the members of the Board of Directors and the CEO from liability. In addition, the General Meeting discusses the remuneration policy, the risk management review and the company's sustainability programme. The shareholder has not set up an appointment committee.

Gasgrid's shares are divided into two classes: A shares and K shares. Class A shares carry one vote at the Annual General Meeting, and class K shares carry ten votes.

The Annual General Meeting was held on 27 March 2025. 100 per cent of the votes conferred by all shares were represented at the meeting.

Organisational structure



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Board of Directors

The shareholder elects the Chair and members of the Board of Directors at the Annual General Meeting. The aim is to ensure the diversity of the Board of Directors to support the achievement of the company's business targets. The members of the Board of Directors must have sufficient and complementary experience, as well as expertise in the various areas of the company's business and societal role. In addition, the equality targets set in the state ownership steering policy are taken into consideration when evaluating the diversity of the Board of Directors. Of Gasgrid's Board members, 60 per cent were men and 40 per cent women.

At the time of election, all members of the Board of Directors were independent of Gasgrid. The Chair of the Board of Directors and three members are also independent of the major shareholder. Board member **Lauri Kajanoja** is not independent from the major shareholder.

Otherwise, the independence of members of the Board of Directors is also assessed with particular reference to the independence criteria laid down in the Act on the Separation of the Natural Gas Transmission System Operator. Therefore, members of the Board of Directors must not have any direct or indirect control or considerable controlling influence in companies engaged in the production or supply of natural gas or electricity. The members of the Board of Directors must provide the Board of Directors with sufficient information to enable the Board of Directors to assess their independence, and they must notify the Board of Directors of any changes in such information.

In accordance with its charter, Gasgrid's Board of Directors is responsible for ensuring compliance with the ownership steering policy and corporate governance principles, as well as for implementing the decisions made at the General Meeting. The Board of Directors approves and implements the rules of procedure, including the annual evaluation and development of the Board's own work.

The main tasks of the Board are:

- › deciding on Gasgrid's strategy
- › approving the annual operating plan and budget prepared on the basis of the strategy
- › monitoring the realisation of the budget and operating plan
- › monitoring the company's financial position and related forecasts
- › monitoring the company's business development and management
- › appointing and dismissing the company's CEO
- › approving the company's organisation and the composition of the Management Team
- › approving Gasgrid's key guidelines: the Corporate Governance Policy, Code of Conduct, as well as the Risk Management Policy and Information Security Policy
- › deciding on the remuneration policy, as well as the remuneration for the CEO and members of the Management Team
- › reviewing the company's risks and measures taken to manage risks twice a year
- › deciding on the annual plan for the internal audit and processing internal audit reports based on the Audit Committee's presentation
- › approving the Financial Audit Plan, financial statements and Report by the Board of Directors
- › preparing proposals for decisions to be made by the General Meeting in line with the Limited Liability Companies Act
- › approving the Corporate Governance Statement and the remuneration report of the bodies
- › holding some meetings in the absence of the executive management
- › evaluating its activities and working methods, as well as the effectiveness of its activities, once a year
- › discussing other matters that the Chair or members of the Board of Directors or the CEO have proposed for inclusion on the agenda.

The Board of Directors convened 11 times in 2025.

Attendance of members of the Board of Directors

| Number of meetings | 2025 |
|--|------|
| Kai-Petteri Purhonen, Chair of the Board of Directors | 11 |
| Lauri Kajanoja, Vice Chair of the Board of Directors | 11 |
| Jero Ahola, member of the Board of Directors | 11 |
| Saija Kivinen, member of the Board of Directors | 11 |
| Asta Sihvonen-Punkka, member of the Board of Directors | 11 |

In addition to the members of the Board of Directors, the CEO, CFO, and secretary of the Board of Directors regularly attended the meetings.

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Audit Committee

Gasgrid's Board of Directors has appointed an Audit Committee from among its members. **Saija Kivinen** acts as the Chair of the Audit Committee and the members are **Kai-Petteri Purhonen** and **Lauri Kajanoja**. The Audit Committee convened four times during the financial period.

Attendance of members of the Audit Committee

| Number of meetings | 2025 |
|--|------|
| Saija Kivinen , Chair of the Audit Committee | 4 |
| Lauri Kajanoja , member of the Audit Committee | 4 |
| Kai-Petteri Purhonen , member of the Audit Committee | 4 |

The Audit Committee is assisted by internal audit, which reports directly to it and the CEO. If necessary, the committee invites the auditor and members of the executive management to its meetings and can also use other experts if necessary. Gasgrid's CFO serves as the secretary of the Audit Committee.

Gasgrid's Board of Directors has approved the Audit Committee's Charter. The committee's main tasks are:

- › monitoring the effectiveness of internal control, internal audit and risk management
- › handling the annual plan for internal audit, the audit plan and reports and approving the operating instructions
- › handling compliance plans and reports, and notifications received through the whistleblowing channel
- › supervision of the preparation of the financial statement process and sustainability reporting
- › monitoring the statutory audit of the financial statements and consolidated financial statements

- › assessing the audit firm's independence
- › assessing ancillary services offered by the audit firm
- › approving or authorising the Group's CFO in advance to approve all non-audit services provided by the auditor and the estimated fees to be paid for them in accordance with the maximum authorisations
- › preparing the proposed decisions regarding the selection of the auditor
- › handling the company's Corporate Governance Report
- › supervising related party transactions and any conflicts of interest related to them
- › reporting on legal disputes, claims and possible lawsuits concerning the company
- › financing-related presentations and financing risks
- › executing other tasks for which the Board of Directors has granted authority.

CEO

The CEO manages Gasgrid's operations in accordance with the Limited Liability Companies Act. The CEO oversees the day-to-day management of the company in accordance with the instructions and regulations issued by the Board and prepares the necessary information for managing the Board's tasks. The CEO must also ensure that the company's financial statements comply with legal requirements and that the company's financial affairs have been arranged diligently. The CEO is not a member of the company's Board of Directors.

The company's CEO is **Olli Sipilä**. The deputy CEO is the CFO **Petri Dahlström**.

Management Team

The Chair of the Management Team is the CEO. The CEO appoints the members of the Management Team with the Board of Directors' approval. The Management Team assists the CEO in managing the company's operations, implementing its strategy and coordinating its business guidelines. The Management

Team's obligations include ensuring that the company is managed efficiently and operates according to its purpose.

Composition and areas of responsibility of the Management Team in the 2025 financial period:

- › **Olli Sipilä**
CEO
- › **Petri Dahlström**
Chief Financial Officer
- › **Janne Grönlund**
Senior Vice President, Gas Business
- › **Esa Hallivuori**
Senior Vice President, Infrastructure Projects
- › **Sara Kärki**
Senior Vice President, Hydrogen Development
- › **Satu Mattila**
CEO, Floating LNG Terminal Finland Oy
- › **Virve Wright**
Senior Vice President, Communications, Sustainability and Public Relations

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Internal control and risk management

Gasgrid's corporate culture and corporate governance lay the foundation for internal control and risk management. Gasgrid's Management Team is responsible for arranging the company's internal control, risk management and reporting. Internal control is conducted throughout the organisation, and it covers financial reporting and other monitoring. Internal control refers to governance activities that seek to ensure the following:

- › the achievement of the targets set for Gasgrid
- › the appropriate, efficient and economical use of resources
- › operational risk management
- › reliable and correct financial and other information
- › compliance with external regulations and internal policies
- › compliance with appropriate procedures related to customer relationships
- › the adequate security of operations, data and assets
- › appropriate information management systems to support operations.

The company's financial reporting is based on Finnish practices for financial statements and the Energy Authority's regulations on the segregation of accounts for different businesses. The finance unit is responsible for implementing the financial reporting process and performance measurement, as well as for regulatory compliance. The CFO reports the financial results of the company's activities and the business forecasts to the Board of Directors regularly. The approval authorisations applying to expenses, significant agreements and investments are specified for various organisational levels. Decisions concerning gas market activities must be made with expert personnel in accordance with the applicable laws, regulations and rules. The Management Team is responsible for approving and monitoring investments in accordance with the budget approved

by the Board of Directors and within the limits of its authorisation. The largest investments are submitted to the Board of Directors for separate approval.

Risk management

Risk management is an integral part of Gasgrid's business management and planning. Risk management is a part of everyday decision-making, operational monitoring and internal control, and it promotes the company's progress towards its objectives and ensures they are achieved.

The effective combination of business management and risk management is based on the Risk Management Policy approved by Gasgrid's Board of Directors. The Risk Management Policy aims to ensure that the risk management process remains well-defined, easy to understand, and sufficiently practical. The risks and trends in risks are reported to the Board of Directors regularly. The CFO is responsible for ensuring that Gasgrid has adequate insurance coverage for its risk status.

The main goal of risk management is to identify, assess and monitor the risks, threats and opportunities that could affect the realisation of the strategy and the achievement of short- and long-term targets. Large investment projects also include a separate risk analysis.

The company is responsible for gas transmission in Finnish society. For that reason, the operating environment and any associated changes are monitored in regular risk assessments in accordance with the Risk Management Policy. The risk environment and related changes are assessed and monitored regularly as a part of annual and strategic planning. The identified risks and the means of managing the risks are reported to the company's management, the Audit Committee and Board of Directors at least twice per year.

Other information

Internal audit

The company's internal audit is an independent, impartial verification function tasked with reviewing and

assessing the appropriateness and effectiveness of the company's management and corporate governance processes, internal control organisation and risk management.

Gasgrid has outsourced its internal audit functions. Internal audit conducts regular audits of the company's various functions in line with the plan approved by the Audit Committee and assesses the sufficiency of risk management and supervision. In 2025, the audits focused on the reporting of EU funding applications and HR management in order to support growth.

Internal audit reports its findings to the Audit Committee and the CEO and, as an independent function, it is not involved in the company's operational development projects. Internal audit is authorised to conduct audits and access all information relevant to the audit.

Related-party transactions

Gasgrid's related parties include the State of Finland and the company's top management and their related parties, as well as the Group's wholly owned subsidiaries Floating LNG Terminal Finland Oy and Gasgrid vetyverkot Oy. When decisions are made concerning related-party transactions, Gasgrid ensures that it takes any conflicts of interest into consideration and prevents related parties from deciding on the related-party transaction. The related-party transactions in 2025 were intra-Group transactions, which were executed on ordinary commercial terms. There were no transactions with related parties outside the Group.

Audit

The General Meeting elects Gasgrid's auditor. In 2025, the company's auditor was the audit firm Oy Tuokko Ltd, and the auditor in charge was **Timo Tuokko**, Authorised Public Accountant. The auditor's fees for the Group in 2025 were around EUR 50,000, which consisted almost entirely of fees for auditing services.

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Gasgrid Board of Directors 2025



Kai-Petteri Purhonen
M.Sc. (Economics)
born 1965

Board professional

Chair of the Board of Directors

Member of the Board since 2020

Member of the Audit Committee

Independent of the company

Independent of the major shareholder

Chair of the Board of Directors,
Gasgrid vetyverkot Oy



Lauri Kajanoja
PhD (Political Science)
born 1968

Economic Policy Coordinator,
Director General,
Ministry of Finance

Vice Chair of the Board of Directors

Member of the Board since 2023

Member of the Audit Committee

Independent of the company

Non-independent of the major shareholder



Jero Ahola
D.Sc. (Electrical Eng.)
born 1974

Professor,
LUT University

Member of the Board since 2020

Independent of the company

Independent of the major shareholder



Saija Kivinen
LL.M.
born 1967

General Counsel,
Head of People and Culture,
Telia Finland Plc

Member of the Board since 2020

Chair of the Audit Committee

Independent of the company

Independent of the major shareholder



Asta Sihvonon-Punkka
Lic.Sc. (Economics),
M.Sc. (Forestry), born 1962

CEO,
Fingrid Oyj

Member of the Board since 2020

Independent of the company

Independent of the major shareholder

Gasgrid vetyverkot Board of Directors 2025



Kalle Reponen
M.Sc. (Economics)
born 1965

Board professional

Member of the Board since 2023

Independent of the company

Independent of the major shareholder

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Gasgrid Management Team 2025



Olli Sipilä
M.Sc. (Economics)
born 1978

CEO

Chair of the Board of Directors, Floating LNG Terminal Finland Oy

Deputy member of the Board, Gasgrid vetyverkot Oy



Petri Dahlström
M.Sc. (Economics)
born 1970

Chief Financial Officer

Finance, HR, Legal affairs, ICT, Security

Member of the Board, Floating LNG Terminal Finland Oy



Janne Grönlund
M.Sc. (Technology)
born 1986

Senior Vice President, Gas Business

Customers and Market, Operation, Asset Management



Esa Hallivuori
B.Sc. (Engineering)
born 1966

Senior Vice President, Project Implementation, Infrastructure Projects

Investments, Planning, Construction and Group Procurement

Member of the Board, Floating LNG Terminal Finland Oy



Sara Kärki
M.Sc. (Technology)
born 1985

Senior Vice President, Hydrogen Development

Chief Operating Officer, Gasgrid vetyverkot Oy



Satu Mattila
M.Sc. (Economics)
born 1977

CEO, Floating LNG Terminal Finland Oy



Virve Wright
Diploma in marketing communications (MAT)
born 1972

Senior Vice President, Communications, Sustainability and Public Relations

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Introduction

Gasgrid's remuneration policy seeks to promote the company's business strategy and value generation for the state as owner and for society at large. Sustainability is integrated into the remuneration policy and takes into account the sustainability goals that are essential for Gasgrid's business. Gasgrid's remuneration policy is based on the Government Resolution on the State Ownership. In addition, Gasgrid complies with the remuneration recommendations of the Corporate Governance Code published by the Securities Market Association and prepares an annual remuneration report of the bodies in line with the recommendations. The principles of reasonableness and fairness govern the entire remuneration policy.

Gasgrid's General Meeting discussed the company's remuneration policy on 27 March 2025, including the principles of remuneration and the key criteria for variable remuneration. In addition, the Board has described to the General Meeting of Shareholders the realised performance-related remuneration of the CEO and the Management Team.

Gasgrid's General Meeting decides on the emoluments and other financial benefits paid to the members of the Board of Directors every year. Gasgrid's Board of Directors decides on the remuneration and other financial benefits paid to the company's CEO and Management Team, as well as the foundations of the performance-related incentive schemes. Decisions are made within the framework of the remuneration policy presented at the General Meeting.

Gasgrid's remuneration scheme consists of a fixed monthly salary, fringe benefits, and a bonus determined on the basis of the impact of the employee's work on the company's earnings. Variable remuneration is divided into short-term and long-term incentive schemes. Gasgrid's short-term variable remuneration covers every member of personnel, the Management Team and the CEO. The long-term performance-related incentive scheme covers the CEO, Management Team and specific key personnel. Gasgrid's remuneration scheme does not include the management's additional pension benefits. All bonuses are paid in cash, and share-based incentive schemes are not in place. Gasgrid's entire personnel have the possibility to deposit performance bonuses into the company's personnel fund.

Gasgrid's overall remuneration development over the past five years

| EUR | 2025 | 2024 | 2023 | 2022 | 2021 |
|--------------------|---------|---------|---------|---------|---------|
| Board of Directors | 114,600 | 115,800 | 102,000 | 117,000 | 102,000 |
| CEO | 427,548 | 397,195 | 363,240 | 314,028 | 289,771 |

Remuneration of the Board of Directors

The remuneration of the members of the Board of Directors consists of the annual remuneration and meeting fees of the Board of Directors and the Board Committees. The Board's remuneration for 2025 is presented below.

| EUR | 2025 |
|--------------------------------|--|
| Chair of the Board | 2,000/mo (-31.3.); 2,600/mo (1.4.-), 600/meeting |
| Vice Chair of the Board | 1,000/mo (-31.3.); 1,200/mo (1.4.-), 600/meeting |
| Members of the Board | 1,000/mo, 600/meeting |
| Members of the Audit Committee | 600/meeting of the Audit Committee |

The Board had a Chair and four members throughout 2025. The Board members were paid as follows:

| EUR | 2025 | 2024 |
|---|----------------|----------------|
| Kai-Petteri Purhonen, Chair of the Board | 37,200 | 34,200 |
| Lauri Kajanoja, member of the Board | 21,600 | 22,200 |
| Jero Ahola, member of the Board | 18,000 | 18,600 |
| Saija Kivinen, member of the Board | 19,800 | 22,200 |
| Asta Sihvonen-Punkka, member of the Board | 18,000 | 18,600 |
| Total | 114,600 | 115,800 |

Remuneration of the CEO

The following table shows the elements of the CEO's and deputy CEO's remuneration, as well as the salaries, bonuses and other financial benefits paid in 2025.

| Remuneration element, EUR | Description | 2025 | 2024 |
|---------------------------|--|----------------|----------------|
| Fixed | Fixed annual salary, incl. fringe benefits | 300,540 | 291,540 |
| Variable target bonus | Short-term incentive scheme, paid | 127,008 | 105,655 |
| Total | | 427,548 | 397,195 |

The remuneration paid to the CEO in 2025 consisted of a fixed annual salary and a target bonus paid in April 2025 based on the 2024 business targets.

The CEO's employment relationship can be terminated with two months' notice. If the company terminates the employment relationship, the CEO will receive severance pay worth four months' salary in addition to the salary earned during the notice period. The CEO's retirement age is the statutory age for receiving old-age pension.

FORERUNNER
in the future of energy

Espoo office
Keilaranta 13-19 B
FI-02150 Espoo

Imatra office
Räikköläntie 170
FI-55100 Imatra

Inkoo office
Öljysatamantie 151
FI-10210 Inkoo

Kouvola office
Kiehuvantie 189
FI-45100 Kouvola