

Growth from Resilience

March 2026



Context: The world has become less predictable, and the escalation of conflicts has a major impact on commodity flows



In a Baltic Sea disruption scenario, alternative logistical routes would be congested, which would challenge the reliability of industrial operations

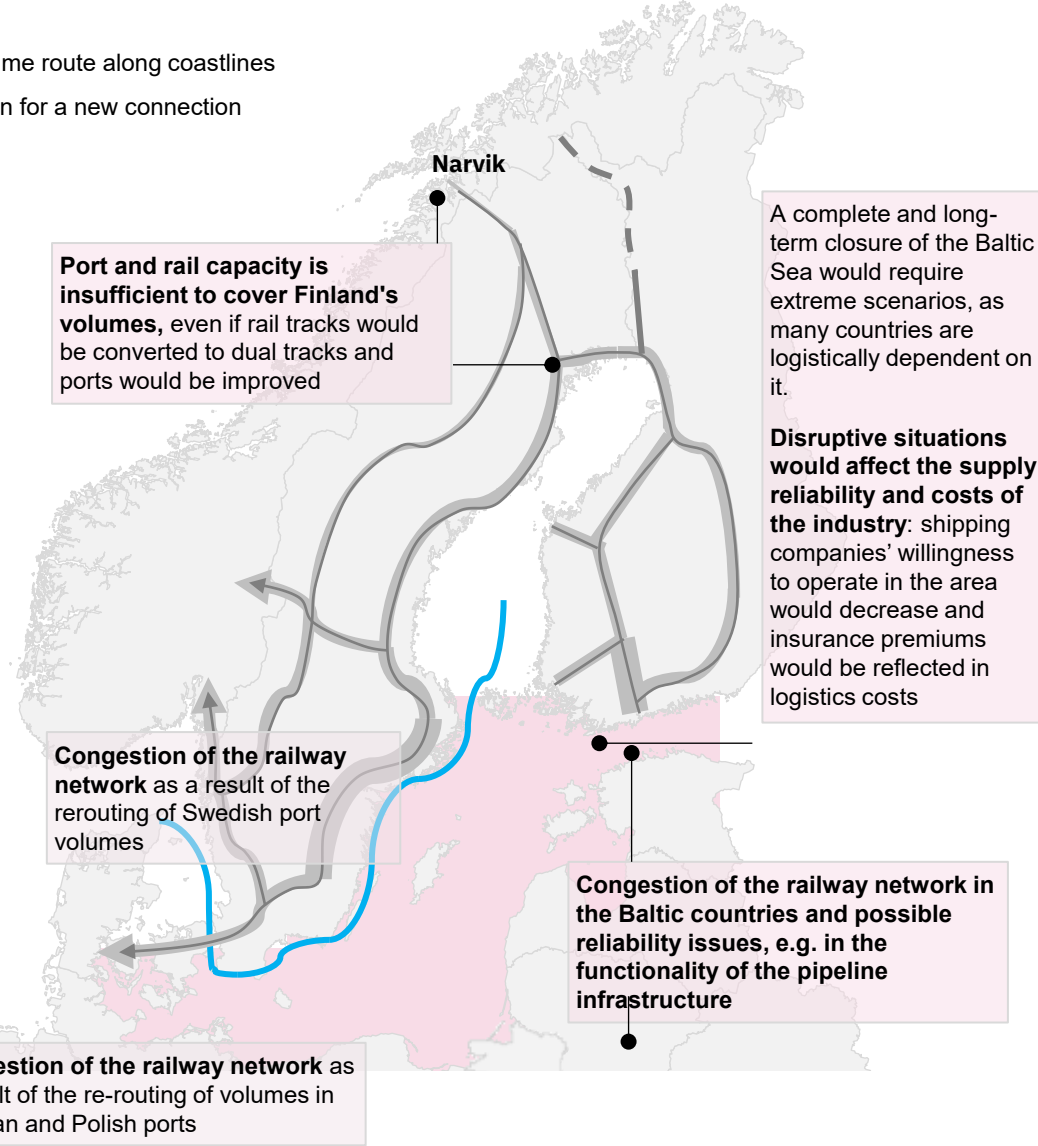
 Railway width = current
 Maritime route along coastlines
 Option for a new connection
free capacity

95% of Finland's main import flows go through the Baltic Sea

Even state guarantees or insurance arrangements do not necessarily guarantee the full reliability of sea transport

Disturbances in the Baltic Sea would weaken the export security and competitiveness of Finnish industry and cause disruptions in domestic production

This scenario does not mean a complete shutdown, but rather prolonged uncertainty and possible disruptions



Baltic Sea sea freight, mt/year, 2024		
Country	Import	Export
Poland	89	35
Russia: Baltic Sea ¹	57	215
Finland	48	43
Sweden: Baltic Sea	38	32
Germany: Baltic Sea	31	25
Lithuania	21	18
Estonia	8	13
Latvia	8	24

1. Russia's maritime trade in the Baltic Sea totals 273 Mt/year; distribution of imports and exports assumed based on the distribution of maritime transport volumes of the whole of Russia

Sources: Statistics Finland, Federation of Russian Seaports

We have assessed vulnerabilities that could have the largest impact on the Finnish economy



Crisis resilience of the electricity grid requires the production of equipment such as transformers and switchgear

Finland's electricity grid is vulnerable to disruption due to its dependence on imported grid components and equipment especially if replacement needs rise. Electrical equipment manufacturing has high margins, strong demand growth and significant export potential.



Finnish logistics chains are heavily dependent on the Baltic Sea

The rerouting of imported goods would require investments in alternative routes and modes of transport, if access to the Baltic Sea were to be restricted for a long time. Vulnerable high-capacity products include, for example, metals, deliveries of refined fuels and liquefied gas, and raw materials for the chemical industry.

Domestic gas infrastructure is limited to southern Finland. Product availability is based on ship imports from abroad.



Metals are central to modern infrastructure and industry

Finland's carbon and stainless steel and aluminium value chains are dependent on imports, the reliability of which would be questionable in the event of a disruption



Chemicals and fuels are key raw materials for many critical products and logistics

Increasing resilience with regard to critical chemicals would require localization of value chains, which requires long-term investments (e.g. methanol and caustic soda).

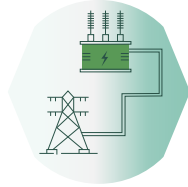
Aviation fuels and other fuels are critical in scenarios where the availability and refining of crude oil is disrupted. Several of these investment opportunities would produce multiple products simultaneously: jet fuel, diesel and chemicals.

Other value chains have been examined, but the focus has been on large-volume goods with logistics dependencies and the grid infrastructure. Energy production is generally left out of this review.

Nine prioritised 'Growth from Resilience' project concepts

1

Multiplying the production capacity for power grid equipment



Reducing import dependence and growing the export industry

2

Narvik–Haaparanta–Oulu railway and upgrading Narvik & West Coast port capacity



Securing the most critical import/export volumes with rail and sea logistics

3

Gas self-sufficiency with bio- & e-methane and a connection to northern Norwegian gas fields



Improving reliability of the gas and energy system

4

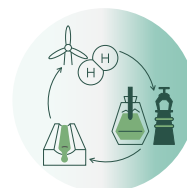
Carbon capture and CO2 pipeline to Norwegian fields as part of a broader infrastructure corridor



Synergistic with gas pipelines and an enabler for e-fuel production

5

Iron hydrogen reduction in Raahe and/or Inkoo and launching the hydrogen ecosystem



Removing import dependence on metallurgical coal

6

Ensuring emergence of the aluminium value chain with a smelter and rolling facility



Would strengthen Finland's resilience through aluminium downstream users

7

Replacing Kilpilahti petrochemicals feedstocks with domestic alternatives



Removing crude oil/naphtha and other import dependencies

8

Producing jet fuel from forest industry residues and renewable hydrogen



Reducing import dependencies synergistically with the chemical industry

9

Raising self-sufficiency in caustic soda and sulfur production with sulfate removal plants



Reducing import dependencies and feasibility of industrial plant projects

Industrial investment projects could directly generate EUR 10 billion in new revenue with a high degree of domestic value added

Project concept	Investments EUR billions	Annual revenue EUR billions	Further explanation / comments
1. Multiplying the production capacity for power grid equipment	1,7	1,3	
2. Narvik–Haaparanta–Oulu railway and upgrading Narvik & West Coast port capacity	Several		Enabler; figures not included in the aggregate
3. Gas self-sufficiency with bio- & e-methane and a connection to northern Norwegian gas fields	8	2	Does not include a possible Norwegian connection
4. Carbon capture and CO2 pipeline to Norwegian fields as part of a broader infrastructure corridor	Several	Several	Not included in the aggregate
5. Iron hydrogen reduction in Raahe and/or Inkoo and launching the hydrogen ecosystem	2,5	2,2	
6. Ensuring emergence of the aluminium value chain with a smelter and rolling facility	4	2	
7. Replacing Kilpilahti petrochemicals feedstocks with domestic alternatives	2	2	
8. Producing jet fuel from forest industry residues and renewable hydrogen	1,5	0,6	
9. Raising self-sufficiency in caustic soda and sulfur production with sulfate removal plants	0,5	0,1	

Direct investments and revenue for project concepts 1, 3, and 5–9

20
EURbn

Investments

10
EURbn

Annual revenue

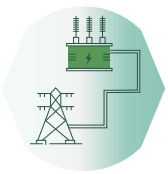
These could bring several percentage points of growth to our national economy over the next decade

In addition, indirect and induced impact

Can be implemented mainly with private capital, with the exception of infrastructure

Timeline for projects and support required

		Timeline		
		Under 5 years	5–10 years	Over 10 years
Support needs for feasibility	Limited Supporting measures such as attracting investments and capital, current legislation and tax credits	1. Increasing the manufacturing capacity for power grid equipment 3. The first new bio/e-methane plants	1. Further development of the power grid equipment sector	6. Development of aluminium downstream processing
	Substantial Legislative changes (Finland/EU) and/or investment subsidies	4. The first bio/e-methanol plants 4. The first carbon dioxide capture plants 9. Sulfate removal plant	5. Hydrogen-DRI steel plant and supporting infrastructure 6. Aluminium plant 7. Production of methanol from the waste of Uusimaa 8. Bio/e-SAF facilities	7. Full conversion of the Kilpilahti petrochemicals plant
	Execution (in principle) by states or state-linked companies Infrastructure projects	2. Increasing port capacity on the West Coast 4. Carbon dioxide port infrastructure	2. Haaparanta-Oulu railway 3. Gas infrastructure expansion 4. Pipeline and storage infrastructure for carbon dioxide	2. Improving the Narvik–Haaparanta rail connection

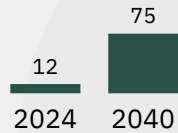


1. Power grid equipment manufacturing capacity multiplication would support resilience and position Finland as an export hub

As electricity consumption increases, so does Finnish demand for power grid equipment

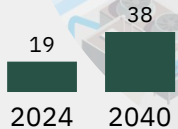
Substations

Forecasted deficit of Finnish production¹, kt



Conductors

Forecasted deficit of Finnish production¹, kt



Transformers and switchgears are fundamental parts of substations, supporting both transmission and distribution of electricity

Overhead lines and insulators are core elements of transmission lines and necessary to prevent short circuits and minimize transmission losses

Multiplying the production of transformers, switchgear and overhead lines would strengthen Finnish resilience while expanding an attractive industry

Potential to more than double the production capacity of power grid equipment

70

kt production shortfall, covering the domestic demand for transformers by 2040

Development of a production cluster around Vaasa's existing ecosystem

113

kt production shortfall, covering the domestic demand for substations and conductors by 2040

Expand the cluster to cover domestic demand in a disruptive scenario

30%

European shortage of transformer capacity by 2030

European demand for transformers and other network components is growing rapidly, requiring capacity expansion of around 30%, accelerated by the construction of data centers.

20x

Increase in demand for power transformers in disruptive scenario

Export capacity could be diverted to domestic use in a disruptive scenario.

Further expansion of Vaasa cluster in power and electrical equipment could result in considerable investments, employment and increased business activity

1.7

billion euros of capital investment potential into Finland²

1.3

billion euros turnover potential as an export hub³

1900

potential employment effect (FTE)⁴

Securing self-sufficiency of critical grid equipment access in normal and disruptive scenarios

Possible ways to promote cluster development:

- Expansion of existing production capacity
- Attraction of new foreign players to invest in Finland
- Development of new domestic operators
- Ensuring anchor demand
- Standardization



2. Strengthening alternative logistics routes in addition to Gulf of Bothnia ports would support Finland's supply security

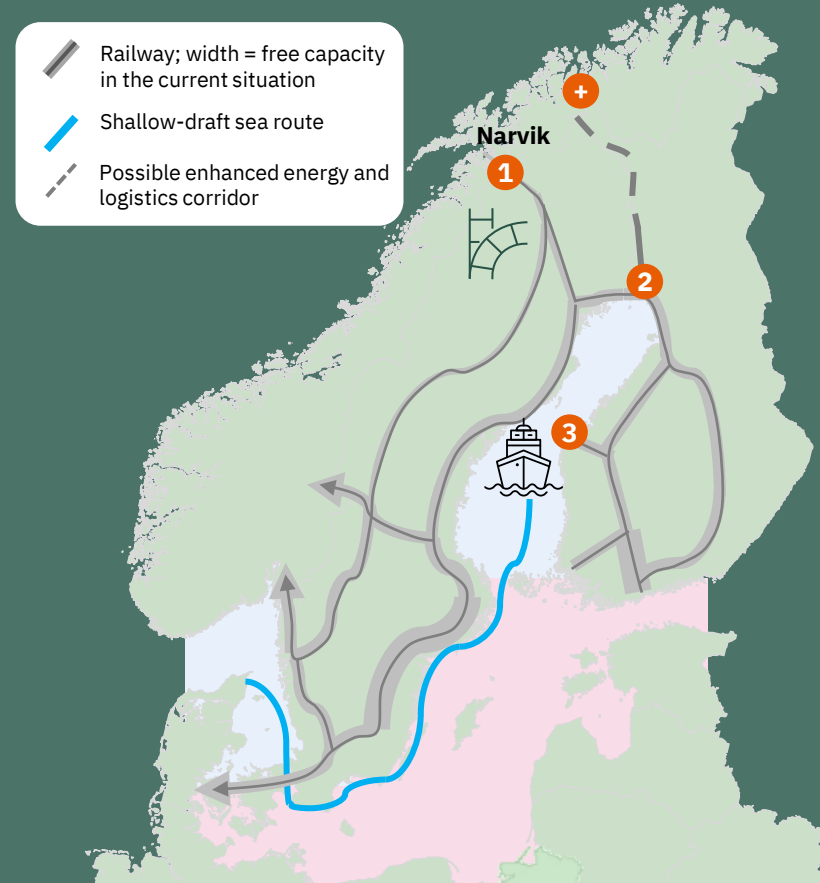
There are limited high-capacity alternative logistical routes for industrial goods

If the uncertainty and risks related to shipping in the Baltic Sea increased, more than 90% of Finland's import and export volumes could be disrupted and costs would rise. Reliability of production and logistics to customers would suffer.

The current options are all limited in their logistical capacity:

- Sweden's rail capacity has limitations in the North-South direction and on Malmaban to supply Sweden's own needs in the event of disturbances in the Baltic Sea
- Port capacity restrictions on the West Coast of Finland (containers, bulk volumes for industry)
- The availability of shallow draft ships in a situation where logistics would be handled more through shipping routes in Swedish coastal waters

The implementation of the northern rail and port projects would ensure the most critical security of supply and some of the needs of the industry



Security of supply could be significantly strengthened by the following infrastructure projects:

- 1 The expansion of the Narvik port and the doubling of the Narvik-Haaparanta railway connection
 - 2 Haaparanta-Oulu (or Raahe) rail connection with European gauge, as well as at least three logistics terminals for unloading and loading of road and rail traffic
 - 3 Increasing the capacity of West Coast ports and logistics terminals in bulk products and containers, also utilizing port automation
- + An energy and logistics corridor from Kolari to Skibotn and Hammerfest next to the existing road, enabling the transfer of gases and fuels, and giving an option for the development of road and rail connections and for a new deep sea port



3. Bio- and e-methane production, extension of the gas grid and its land connections would reduce LNG dependence and enable new business

Methane is needed even in the long term, but Finland is dependent on imports

Methane gas is an important form of energy in industry and peak energy production.

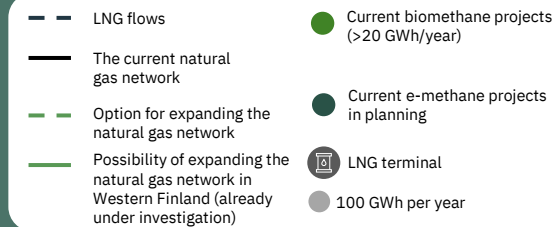
A considerable increase in renewable energy production and electricity use (e.g. data centers, low-carbon processing of metals) would increase the need for this peak power production to ensure the availability of electricity in windless times, despite batteries. This requires the availability of gas at high volumes for prolonged periods of time.

Finland imports most of its gas as LNG from outside the EU, and our gas network is limited to Southern Finland. Annual purchases of LNG are EUR 0.5-1 billion and there have been shocks in its availability and price in recent years. The pipeline connection in the Baltic direction gives an export possibility for bio/e-methane.

Many domestic bio and e-methane projects are not connected to the gas network, which would support their export opportunities to the Central European certificate market (similar to renewable electricity certificates) while local production of gas would reduce import dependence

Finland has no connection to European gas fields, which would secure gas supply more reliably and affordably than LNG

Scaling bio- and e-methane production and strengthening the resilience of our energy system by expanding the gas network



Illustrates selected projects and does not cover all projects



Expanding the gas pipeline on the West Coast to harness bio- and e-methane production, support domestic availability and improve gas export connections



A higher supply security of domestic methane will be achieved through local production, while the greatest benefit would come from exports during normal times (EUR 1-2 billion per year) through the certificate market



Eliminate the remaining gas availability and storage issues with a connection to the Norwegian gas fields & support the security of gas supply in Eastern Europe by providing a transit route for this gas



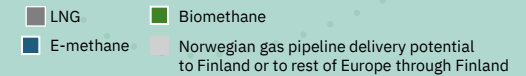
Enabling a large-scale buildout of renewable energy in Finland by building a fleet of gas engine-based peaking power plants that can reliably supply energy to users

Option for extending the pipeline to Norway together with the bio-CO2 pipeline

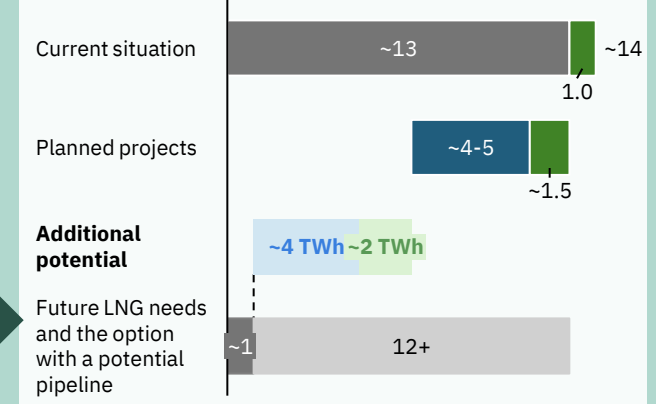
Considerable e-methane production potential on the West Coast in addition to current projects (4-5 TWh)
CO2 and hydrogen infrastructure would support this development

About ~2TWh more biomethane production potential in addition to the current planned projects (~1.5TWh)

Security of supply, new export sector, reduced foreign LNG purchases, more wind power and low-carbon industrial production



Reduced dependence on imported LNG (TWh)



1-2*

EURbn of new bio- and e-methane revenue, mainly from export

0,5-1

EURbn less LNG purchases from outside the euro area

10GW

Wind power increase potential per 1GW gas peak production

4-6 EURbn bio- & e-methane production facilities

2-4 EURbn for pipeline infrastructure, depending on its length and the in case of building pipeline in parallel to other projects in the infrastructure corridor

Note: Energy production/consumption refer to annual figures

*Assuming the price of e-methane 240 EUR/MWh, the price of biomethane is 100 EUR/MWh, and the savings obtained from replacing 5-10 TWh of LNG use at a price of 40 EUR/MWh

Sources: Finnish Biocycle and Biogas (SBB), company releases, expert interviews



4. CO₂ infrastructure would support the achievement of Finland's climate targets and could strengthen industry competitiveness

Carbon dioxide infrastructure would be synergistic with gas connections

There is a lot of biogenic carbon in Finland, the vast majority of which is from the combustion of residues from the pulp industry. This is not seen as an emission in the national accounting due to its renewable nature

This carbon dioxide can be a valuable business opportunity in the future through capture and storage (so-called CDR credits) and in use (P2X)

The market development for storage and P2X use is still in the early stages. Competitiveness of both use cases would benefit from CO₂ infrastructure: first liquefaction and ports, and then pipelines

There is a significant gas field in Northern Norway, which could potentially be used to develop a significant carbon dioxide storage mainly serving the Nordic countries, hence avoiding the higher shipping costs

The opportunity would be strategic in light of climate policy, industrial policy and energy policy. It requires a 10-year timeframe

Storage (CCS) and P2X use (CCU) also would not compete with each other in this scenario, as the volumes would be large. Economies of scale would lower the costs of CO₂ also for CCS

CO₂ infrastructure: National pipeline, ports and a Norway connection

High-capacity CO₂ infrastructure to reduce storage and operational costs and improve business conditions for CCS and CCU

Potential P2X and CCS export cluster around the Kemi and/or Oulu bio-CO₂ sources would require port logistics

3-4MtCO₂ could produce ~1Mt of e-fuels on the West Coast, utilizing about 20-30 TWh of renewable energy

Captured CO₂ could mostly be shipped in the first step to the Northern Lights storage site in the North Sea, but also utilized locally in P2X

Northern Lights (North Sea)

Snøhvit

10-20 Mt CO₂ annual storage capacity

CO₂ would support the extension of Snøhvit's project life and the energy self-sufficiency of EU

Norwegian pipeline: first a reservation in plans, then implementation

For example, 10-15MtCO₂ could be recovered from Forest industry from larger units, and 0-5MtCO₂ from other sources

One or more initial CO₂ clusters with a volume of at least 1MtCO₂ to create a market and infrastructure

A significant new sector and the achievement of climate goals

15

MtCO₂ annual biogenic carbon dioxide capture. Taking storage into account in Finland's national accounting would contribute significantly to Finland's emission targets

15-20

billion euros of investments, of which about 2-4 for domestic infrastructure and the rest for capture and gas conditioning

3-5

billion euros in turnover from carbon dioxide, part of which would go to storage and part to P2X

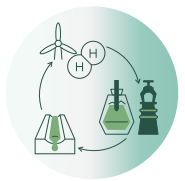
50

EUR per ton cost advantage per ton of carbon dioxide from the infrastructure when compared to liquefaction and shipping

Better "bankability" of biogenic carbon dioxide recovery investments with long contracts for carbon dioxide storage
Good CO₂ availability through infrastructure and lower costs would also support considerable P2X use – for example, 4MtCO₂ could produce more than 1Mt of fuels

Legislative framework evolution would be important to create the business conditions for carbon capture:

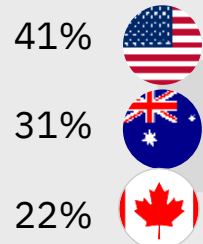
Double counting; Encouraging hyperscalers to purchase CDRs, developing the EU's climate policy architecture in such a way that it encourages both companies and states to capture bio-based carbon dioxide



5. Finnish steel production is dependent on imported metallurgical coal, iron ore and scrap metal. Hydrogen reduction would strengthen resilience

Finland is fully dependent on imports for metallurgical coal

Import of metallurgical coal by country of origin, kt



Total: 1.4 Mt

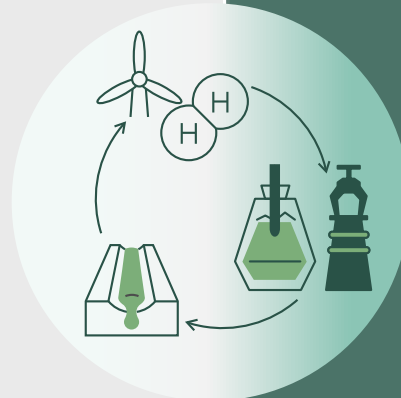
Iron ore is mainly imported from Sweden

Stainless steel scrap is mainly imported from different EU countries

Deliveries of metallurgical coal are susceptible to disruptions in global logistics, as supply is concentrated around select geographies and routes

Other raw materials, such as iron ore imported from Sweden, are deemed less susceptible to global disruptions, or their volumes are small, such as alloys

DRI production in Inkoo and/or Raahe would replace import dependencies and decarbonize production



Energy (hydrogen)
Hydrogen plants

DRI reduction using domestic electricity

Iron ore mines

Nordic and/or domestic

Pelleting
Industrial plant

Local capabilities to produce semi-finished products

Iron Sponge
Steel Plant (DRI)

DRI reduction of pellets in Inkoo and/or Raahe

Steel (EAF)

Processing of iron sponge in an EAF alongside scrap

DRI can use methane or hydrogen. The development of Finnish hydrogen infrastructure would accelerate hydrogen value chains, such as DRI steel. The competitiveness and operational reliability of hydrogen reduction would benefit from oversizing of hydrogen production capacity, use of intermediate storage options such as barges, and from the exports of surplus hydrogen by ship or later through a pipeline. The hydrogen barge could support the development of the P2X sector

DRI would enable a stronger Nordic steel value chain, shifting a substantial part of it to Finland

2,6

million tons of DRI production and ~1 Mt of Finnish flat steel for export

2,5

billion euro capital investment potential into the Finnish steel industry

2,2

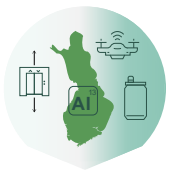
billion euros of estimated turnover per year¹ (approx.)

>1

GW of hydrogen production for reduction and for export of surplus hydrogen. Would enable initial hydrogen valleys

Competitiveness requires low cost of electricity (hydrogen) and high cost of EU ETS affecting conventional steel products, or legislative support to improve economics and create demand for green steel

Requires investment subsidies, (hydrogen) infrastructure, and EU legislative support



6. The Kokkola aluminium plant could unlock a high-value ecosystem in Finland for both domestic self-sufficiency and export

Like Europe, Finland is dependent on aluminium imports

Europe imports about half of primary aluminium

Select key source geographies



Production e.g. in Great Britain, Norway and Central Europe and final products in e.g. Germany, Italy and France

Finnish aluminium imports

originate 55%¹ from Norway, Germany and France

24% 21% 10% 8% 5%



The use of aluminium in Finland is relatively limited. The Kokkola smelter could unlock the ecosystem development of e.g., machinery and defense sectors

The Kokkola aluminium plant could be the enabler of an aluminium ecosystem for domestic use in Finland and for export



1 2 Kokkola aluminium plant: smelting and rolling mill

The 600 kt low-carbon smelter would be significant in European scale, enabling export to Central Europe

Rolling mill could use ~150kt of the smelter production, supplemented by domestic 30kt scrap volumes. Realization of these would enable further processing downstream

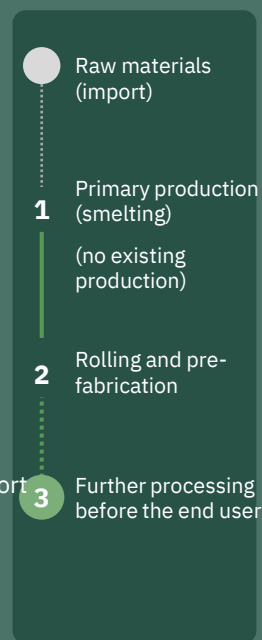
3 The development of high value add downstream industries

Domestic aluminium production would support local production of power grid equipment, defense industry (e.g. drones), vehicles and shipping, machinery industry, food industry

Finland has some recycled aluminium smelting capacity, which mainly produces extrusion products for non-critical construction applications. Most aluminium products for high value-add use are imported.

The production of aluminium would leave an import dependence on raw materials such as bauxite and aluminium oxide, from countries such as Brazil and Australia

Simplified value chain



Creation of a new Finnish export cluster² and an enabler for local industry development

600

kt of planned production of primary aluminium per year

4

billion euros of capital investment potential

2

billion euros in turnover from the aluminium smelter

4800

direct and indirect employment from the smelter

Would position Finland as a pioneer in low-carbon metals

Finland's production would reduce about 15% of the EU's primary aluminium import needs

Requires stable, affordable and clean electricity (~10% increase in Finland's electricity demand)

Significant infrastructure investments required to develop the Kokkola harbor for port logistics

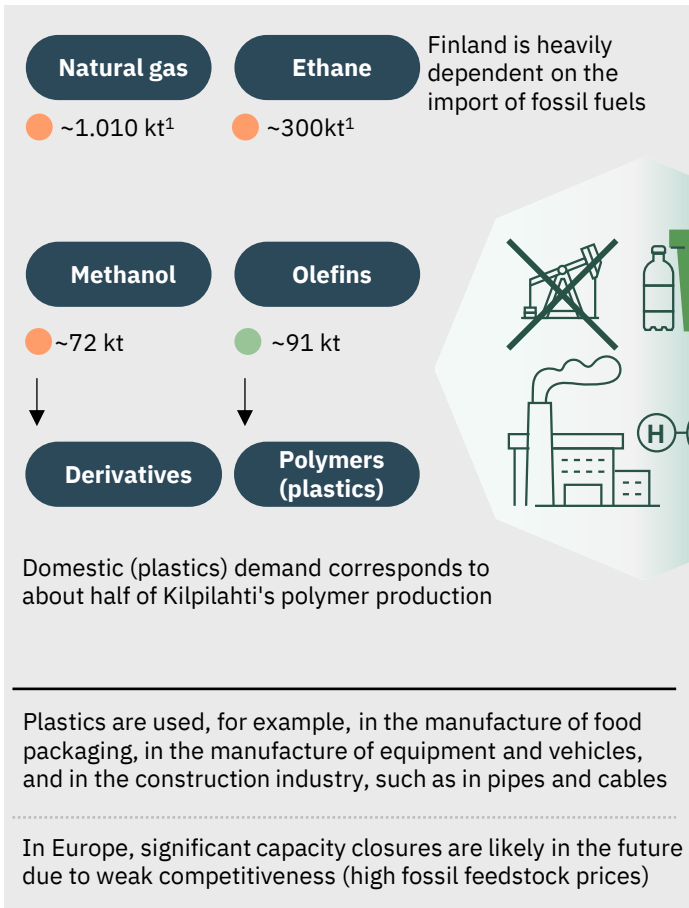
CO2 infrastructure would support decarbonization and the long-term attractiveness of the project



7. Kilpilahti petrochemicals feedstocks could be replaced with domestic waste-, bio- and hydrogen-based raw materials using methanol as an intermediate

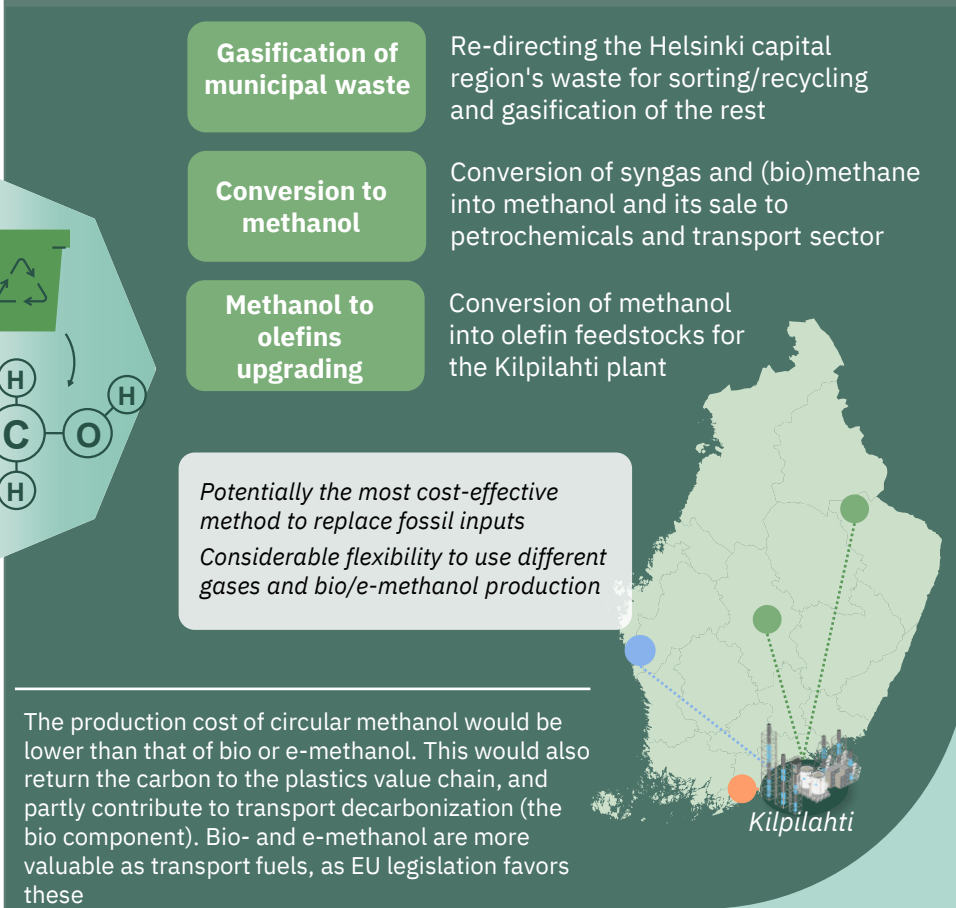
- Finland net importer, volumes
- Finland net exporter, volumes

Finnish petrochemical value chains are fully dependent on the import of either chemicals or feedstocks



- Example circular methanol plant/project
- Example e-methanol plant/project
- Example biomethanol plant/project

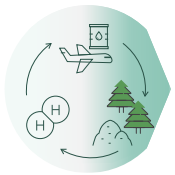
Circular methanol and possible bio- and e-methanol would offer a completely domestic and green alternative to the fossil import feedstocks in petrochemicals



Green chemicals hub and a significant increase in domestic fuel production



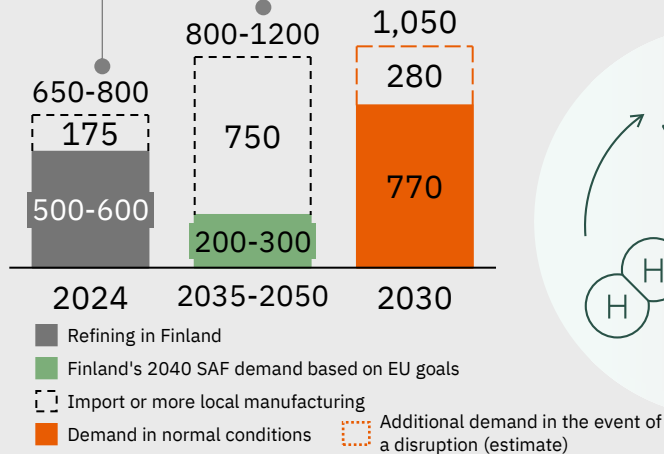
1. Also used for other applications that are not shown in the graph



8. Jet fuel self-sufficiency could be increased by producing it from forest residues and renewable hydrogen

Domestic production does not cover our current or future demand for aviation fuel

The Kilpilahti refinery produces aviation fuel, but its possible conversion away from fossil fuels to renewables would decrease domestic production, unless additional renewable fuel capacity would be built



Fossil aviation fuel is affordable (700-1000EUR/t)

Current sustainable aviation fuel (SAF) is made from waste oils, which are imported goods to Finland. The SAF price has been between 1500-2500 EUR/t recently

SAF based on forest residues could cost around 2000 EUR/t based on pyrolysis. E-SAF would cost more than 5000 EUR/t

● Example bio-SAF facility/project

● Example e-SAF facility/project

● Kilpilahti refinery and potential renewable fuel conversion hub

SAF production based on forest residues and renewable hydrogen could be decentralized into clean crudes, with processing potentially centralized in Kilpilahti

Possible 2-4 SAF plants in Finland based on local raw material flows (residues from the sawmill and pulp industry) and utilization of renewable hydrogen

Residues of the forest sector are freed up from current uses of burning it into heat as heat electrifies. These volumes could be re-directed into higher value uses such as SAF

Renewable hydrogen could be used to refine bio-SAF or to produce eSAF, increasing the local production potential

Jet fuel demand in Finland would remain dependent on imports. Additional volumes can be imported in normal times. Infrastructure corridors with other pipelines could potentially include reservations for also fuel pipelines

Significant investments and increased self-sufficiency of jet fuel which may not require additional cost burden over the cycle

>30%

the local demand for jet fuel that could be covered by 2040 with local forest-based raw materials, supporting export business in normal times

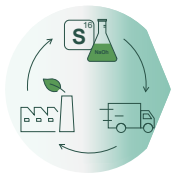
>1

billion euros for investments

+ -0

potentially cost-neutral compared to waste oil-based jet fuel over a multi-year cycle

Price of waste oils and thus the price of SAF are volatile. Forest residue-based SAF could be more stable on production costs and potentially close to average HEFA SAF across the cycle. However, there could be needs for mechanisms that can offer long-term price certainty (compared to spot market prices) in order to secure project financing



9. Sulfate removal plants would reduce import dependencies in sulfur and caustic soda while supporting the investability of new chemical plants

Finland is an importer of caustic soda and sulfur. These also cause sulfate emissions in waterways

Caustic soda (0.7Mt) and sulfur are imported to Finland in considerable quantities and are used, for example, in the processes of forest and battery value chains



They create sulfates that burden waterways

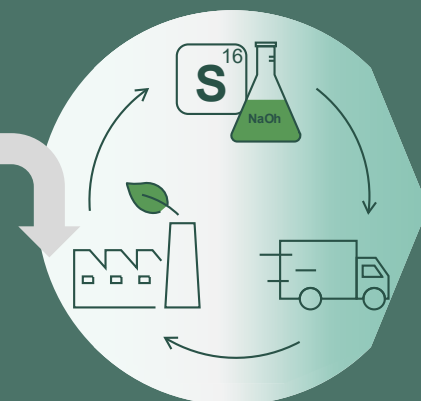
In the environmental approval of new industrial plants, sulfate emissions can be an obstacle, while in competing regions there is typically no need for sulfate removal

Especially in the case of battery chemical plants, sulfates have caused project failures, because there is no generally accepted Best Available Technology for processing them, and on the other hand, the solutions are not economically viable on their own. A solution for the sulfate removal question would increase the chances of getting new low-carbon technology value chain chemical industry in Finland

Enabling the construction of sulfate removal plants, reducing dependence on imports of caustic soda and sulfur, and improving the conditions for establishing new chemical industry plants

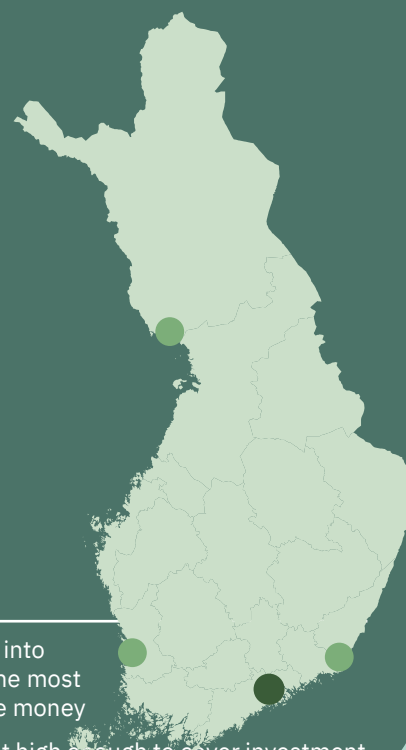
Sulfate removal plant or more, on a large scale to achieve cost efficiency

Concentrating sulfate volumes and new industrial plants in the same places, or transporting sulfates to removal units



Sulfate removal process that breaks down sulfates into caustic soda and sulfur has been estimated to be the most economically viable option, despite not being in the money

The market prices of caustic soda and sulfur are not high enough to cover investment costs of sulfate removal plants on their own. Caustic soda on the market is typically produced as a byproduct from processes not present in Finland.



Ensuring large new chemical plants can be located in Finland

1-5

One or several new industrial plants such as in battery, forestry or fertilizer value chains

200

kt of local domestic caustic soda production and reduced sulfur import dependency

-80%

Typical reduction in sulfate emissions with a removal plant

With large enough scale and focus on cost-efficiency of capital projects, the economical viability would improve. Competing countries for the investments may not require such sulfur removal investments

The size of the investment could be 500 EURmn

The implementation of sulfate removal plants would require considerable investment support and would benefit from low cost of capital

It is likely possible to at least cover the variable costs of the operations with sales revenue of caustic soda and sulfur

+ Increasing the data sovereignty

Data sovereignty has not been covered in the Growth from Resilience effort, but it warrants a comment

Dependencies

- Energy production and power grid
- Data cables
- Data centers (data storage, computing, AI training)
- Servers and components
- Cloud and AI platforms (75% foreign)
- AI (training) models
- AI applications

Questions include:

Physical location of data and computing capacity; operational responsibilities for data security and computing; ownership of physical infrastructure and IP therein; applicable jurisdiction

Possible mitigating measures (examples)

- Reliability of energy production and grid, peaking power
- Cable production and marine installation capability, hardening
- LUMI and e.g. data centers jointly owned by industry for storage and computing, as well as financing structures for these
- Ownership of servers in some of the data centers
- Investing in, and adopting national or EU-based platforms
- Own training models
- Securing financing and demand for local companies

In addition, digital euro

Growth from resilience

Summary

- Geopolitical crises and challenges highlight the importance of resilience and security of supply
- Although the world and businesses are interconnected in many ways, reducing dependencies is prudent
- Strengthening resilience is an opportunity to accelerate economic growth: €20 billion in investments and €10 billion in additional turnover. Growth is essential for Finland
- Advancing projects and business ideas requires vision, determination, and sustained effort
- The Confederation of Finnish Industries and Technology Industries of Finland will systematically promote and monitor the progress of these projects in the near future

