

Remuneration report 2025

1. INTRODUCTION

As of 1 January 2025, Talenom Plc complies in full with the 2025 Finnish Corporate Governance Code issued by the Securities Market Association. The Corporate Governance Code is available on the website of the Securities Market Association at www.cgfinland.fi. In addition to the Corporate Governance Code, Talenom Plc complies in its decision-making and corporate governance with the Finnish Limited Liability Companies Act, securities market legislation, and other legal provisions concerning listed companies, Talenom Plc's Articles of Association, and the rules and guidelines issued by Nasdaq Helsinki Ltd.

This remuneration report is also available on the company's website at investors.talenom.com/en. In accordance with the Limited Liability Companies Act and the Articles of Association, the highest responsibility for the governance and operations of Talenom is held by its governing bodies, which are the General Meeting of Shareholders, Board of Directors and CEO.

The principles and decision-making processes for the remuneration of the Board of Directors and CEO and for the key terms of the service contract are set forth in Talenom Plc's remuneration policy. The company's remuneration policy applies to all employees of the company. The key principles of remuneration are its transparency and market orientation, as well as remuneration based on good performance. The company's remuneration policy applies to the company's Board of Directors and CEO. The objective of the company's remuneration policy is to encourage and reward management for work that is in line with its current strategy, as well as motivate them to strive for the success of Talenom Group. Effective and competitive remuneration is

an essential tool for hiring competent directors and executives at the company, which in turn contributes to the company's financial success and good governance. Remuneration supports achievement of the company's objectives, implementation of the strategy and long-term performance.

Remuneration in accordance with the remuneration policy consists of the following components:

- Basic salary and employee benefits where Talenom applies local market practices, legislation and regulations
- A short-term incentive scheme which purpose is to guide the performance of an individual and the organisation and support fast implementation of strategic projects
- A long-term remuneration scheme is designed to commit key personnel to the company. Long-term incentives aim to commit management to the company and harmonise their interests with those of shareholders.

Development of remuneration in relation to the financial development of the company

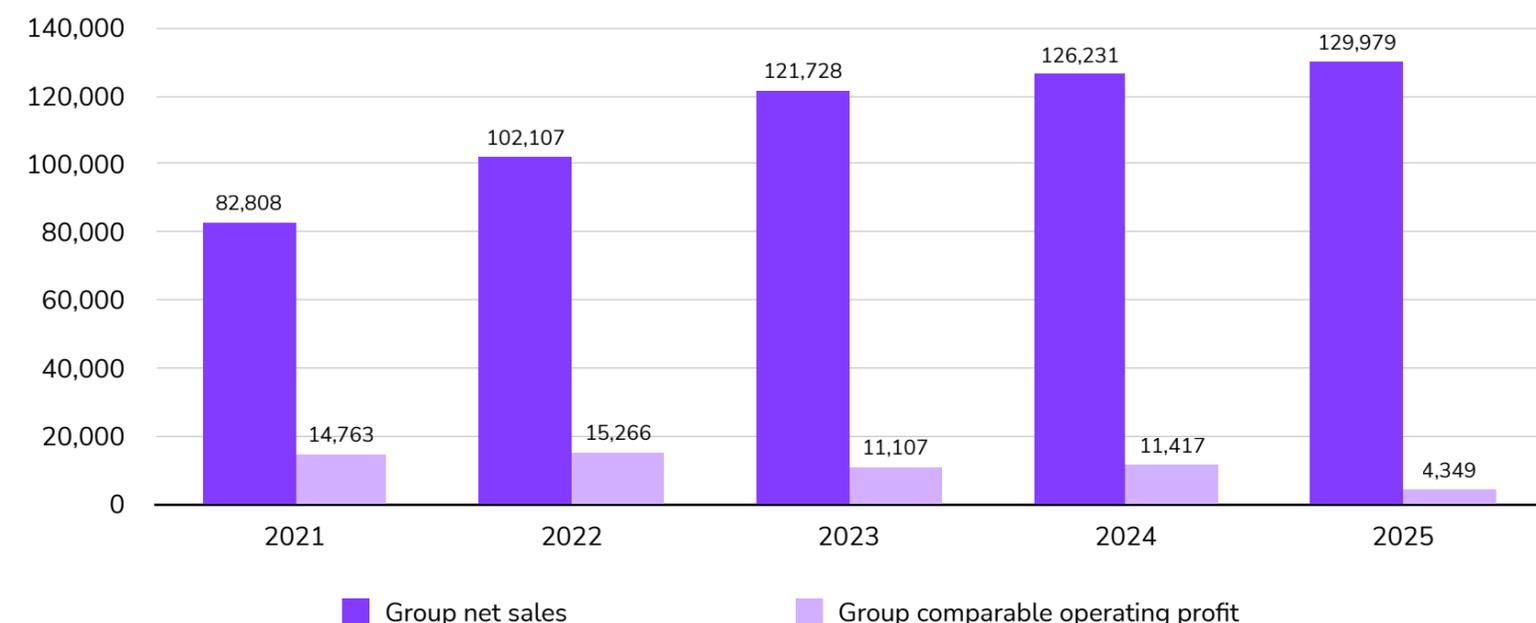
The following table and diagrams present the trend in the remuneration of the Board of Directors and CEO compared to the trend in the average remuneration of Group employees and the financial development of the Group during the past five financial periods. In accordance with Talenom's remuneration policy, part of the remuneration of the CEO consists of short-term and long-term incentives that are linked to the operating result.

REMUNERATION TREND

EUR 1000	2021	2022	2023	2024	2025
Annual remuneration of the Board of Directors	192	192	224	228	203
Annual remuneration of the CEO	231	1004	317	290	249
Average salary trend in the Group EUR 1,000 per person *)	39	40	42	42	43
Change	4%	2%	3%	1%	2%
Average salary trend in Finland EUR 1,000 per person *)	39	40	44	45	46
Change		2%	9%	3%	2%
Average salary trend in Sweden EUR 1,000 per person *)	41	41	40	41	45
Change		1%	-3%	4%	8%
Average salary trend in Spain EUR 1,000 per person *)	37	39	35	33	35
Change		6%	-10%	-5%	4%

* The average salary trend at Talenom is calculated by dividing salaries and benefits by the average number of employees during the financial period.

COMPANY'S FINANCIAL DEVELOPMENT EUR 1,000



2. REMUNERATION OF THE BOARD OF DIRECTORS

The general meeting decides on the remuneration of the Board of Directors for one term of office at a time based on a proposal by the Board of Directors. The decision on the remuneration of the Board of Directors shall be based on the valid remuneration policy presented to the general meeting.

On 19 March 2025, the Annual General Meeting of 2025 approved a monthly fee of EUR 6,000 for the Chairman of the Board of Directors and of EUR 2,200 for the members of the Board of Directors. In addition, it was decided that the members of the Board of Directors will be reimbursed for travel expenses according to the company's travel rules.

3. REMUNERATION OF THE CEO

The remuneration of the CEO and the terms of his or her service contract are decided by the Board of Directors within the limits of the valid remuneration policy presented to the general meeting.

The company's CEO is Otto-Pekka Huhtala. In line with the CEO contract, the CEO will work in the task until further notice and the period of notice applied to the contract is two months. A normal pension contribution in accordance with the pension legislation is paid on the CEO's salary. No supplementary pension contributions are paid to the CEO.

Fixed salary component

The fixed salary component of the CEO consists of a monthly salary and fringe benefits. In 2025, the annual

salary including fringe benefits was EUR 239,430.00, of which fringe benefits accounted for EUR 15,222.00.

SHORT-TERM INCENTIVE SCHEME

The CEO, like the other members of the Executive Board, is entitled to a performance bonus when predetermined criteria are met.

The criteria consider the company's net sales, EBITDA, EBIT, customer retention, operational efficiency, personnel satisfaction, progress in product development and product group-specific growth. In addition, the Board of Directors separately assesses the performance of the CEO in his or her task and decides on a separate performance bonus to be paid to the CEO.

The Board of Directors set revenue, EBITDA, operating profit, and strategy implementation as the earning criteria for the CEO's short-term incentive in 2025.

Long-term incentive schemes

The purpose of the long-term performance bonus is to motivate the CEO to increase shareholder value over the long term and further commit the CEO to the company. CEO Otto-Pekka Huhtala is included in the 2024-2025 and 2025-2026 performance share plan and the 2021, 2022 and 2023 option schemes.

REMUNERATION PAID TO BOARD MEMBERS 1 JANUARY 2025 TO 31 DECEMBER 2025

Name	Annual fees	Other financial benefits	Total
Harri Tahkola (Chairman of the Board)	72,000		72,000
Olli Hyyppä (Board member)	6,000		6,000
Mikko Siuruainen (Board member)	26,400		26,400
Elina Tourunen (Board member)	26,400		26,400
Johannes Karjula (Board member)	26,400		26,400
Sampsä Laine (Board member)	19,800		19,800
Erik Tahkola (Board member)	26,400		26,400
Total	203,400		203,400

The Board members do not participate in the company's share-based incentive schemes, and Board fees are not paid as shares in the company.

Performance Share Plans	PSP 2024-2025	PSP 2025-2026
Maximum number of shares allocated to the CEO	40,000	55,000
Earning criteria (weight)	Group net sales (25%) Operating profit (25%) Strategy execution (50%)	Group net sales (25%) EBITDA (25%) Implementation of strategic projects (10%) Commitment-building component (40%)
Year of share transfer	2026	2027

The Board of Directors has, after the end of the financial year on 29 January 2026, decided to discontinue its share-based incentive scheme 2024–2027 for the Group's key personnel and to accelerate the payment of the earning periods 2024–2025 and 2025–2026 due to the demerger of the company.

Remuneration of the CEO during the financial period 1 January 2025 to 31 December 2025

(EUR 1,000)	Fixed annual salary (including fringe benefits)	Paid short-term incentive bonus	Share-based or option-based bonus	Total remuneration
CEO	239,430	10,000	0	249,430
	96%	4%	0%	