

Corporate Governance Statement

1 July 2025–30 June 2026

In its corporate governance and management, Nightingale Health Plc (“Nightingale Health” or “company”, together with its subsidiaries “Group”) complies with the laws and regulations applicable to a Finnish company listed on the Nasdaq Helsinki Main Market, Nasdaq Helsinki rules and guidelines, the company’s Articles of Association as well as the Finnish Corporate Governance Code issued by the Finnish Securities Market Association in accordance with the comply or explain principle (available at cgfinland.fi/en/).

The Corporate Governance Code 2026 entered into force as of 30 June 2026 and replaced the previous Corporate Governance Code 2025, which entered into force on 1 January 2025. This Corporate Governance Statement has been prepared in accordance with the Corporate Governance Code 2025. The reporting requirements amended by the Corporate Governance Code 2026 apply to the Corporate Governance Statement and Remuneration Report prepared for financial years beginning on or after 1 January 2026. The Remuneration Policy reporting requirements under the Corporate Governance Code 2026 will apply for the first time when the Remuneration Policy is presented to the General Meeting for consideration after 1 January 2027. Until then, the Corporate Governance Code 2025 will apply.

The composition of the company's Board of Directors departs, in accordance with the comply or explain principle, from the Corporate Governance Code’s recommendation 8, according to which there shall be balanced representation of women and men on the Board of Directors by 30 June 2026. The composition of the Board has been influenced in particular by the company's current business needs, the members' expertise, the company's stage of development, and its ownership structure. The Board considers that its composition fulfills the key competence and independence requirements essential to the company's operations and strategy. The Board regards balanced gender representation as an important objective and will continue active measures, including using external experts where appropriate, to ensure that the gender distribution of future Board compositions comply with the Corporate Governance Code’s recommendation on gender balance as soon as possible.

The company's 2021 incentive program for the Board of Directors, CEO and key management approved by the Board of Directors with the Annual General Meeting’s approval, departs, in accordance with the comply or explain principle, from the Corporate Governance Code’s recommendation 23 in the following way: three Board members external to the company, who were part of the Board during financial year 1 July 2025–30 June 2026, are covered by an incentive program with similar terms as those applicable to the CEO and some of the company’s Management Team. The company considers this exception justifiable, as the company does not see that the incentive program weakens the execution of the Board’s supervisory duty or causes conflicts of interest. According to the terms of the incentive program, the Board members and specified key management members covered by it receive a right entitling to options based on the company’s market capitalization growth.

Based on the incentive program, rights entitling to options are given in two instalments: when the company reaches a market capitalization of at least EUR 500 million and when the company reaches a capitalization value of at least EUR 1,000 million (based on the volume-weighted average share price of 45 days). The company sees that no conflicts of interest are created, and the shareholders' interests are not jeopardized, because an increase in the company’s market capitalization is always in the best interest of the company’s shareholders. The company sees that the shared target related to market capitalization growth does not weaken the Board’s supervisory duty, as the other targets relating to the company’s growth are aligned with market capitalization growth.

This Corporate Governance Statement is provided separately from the Board of Directors’ Report. Up-to-date information related to the governance and management at Nightingale Health is available on the company’s website: <https://ir.nightingalehealth.com/>.

Governing bodies

In accordance with the Finnish Companies Act, the General Meeting of Shareholders is the highest decision-making body of the company. Its tasks are defined in the Finnish Companies Act and the company's Articles of Association. The Annual General Meeting of Shareholders decides, among other things, on the amendments to the Articles of Association, adopts the financial statements, decides on a possible distribution of profits and discharges the members of the Board and the CEO from liability. The Annual General Meeting elects the Board members and the auditor and decides on their remuneration. The company's Annual General Meeting is held annually within six months of the end of the financial year, and it is convened by the Board. The company's Annual General Meeting was held on 6 November 2025.

The general objective of the Board of Directors is to direct the company's business and strategy in a manner that secures a significant and sustained increase in the value of the company for its shareholders. To this end, the members of the Board are expected to act as a resource and to offer their expertise and experience for the benefit of the company. The tasks and responsibilities of the company's Board of Directors are determined on the basis of the Finnish Companies Act as well as other applicable legislation. The Board of Directors has general authority to decide and act in all matters not reserved for other corporate governance bodies by law or under the provisions of the Articles of Association. The general task of the Board of Directors is to organize and oversee the company's operations and it has the duty to act in the best interests of the company at all times. The Board of Directors shall see to the administration of the company and the appropriate organization of its operations (general competence). The Board of Directors shall be responsible for the appropriate arrangement of the control of the company accounts and finances.

The CEO is appointed by the Board. The CEO shall see to the executive management of the company in accordance with the instructions and orders given by the Board of Directors. The company's Management Team assists the CEO in the management of Nightingale Health's business.

Composition of the Board of Directors

According to the Articles of Association of the company, the Board shall consist of a minimum of three (3) and a maximum of ten (10) elected, ordinary members. The term of the Board members ends at the closing of the next Annual General Meeting following their election. The Board shall elect a Chairperson of the Board, unless otherwise decided when the Board is appointed.

Composition of the Board of Directors on 30 June 2026:

Leena Niemistö (Chair), Antti Kangas, Olli Karhi, Ilkka Laurila, Timo Soininen and Teemu Suna.



Leena Niemistö

- Chair of the Board since 2022
- Woman, born 1963
- Finnish citizen
- MD, PhD
- Main occupation: Board professional and investor
- Holdings in the company on 30 June 2026: 403,340 Series A shares, 74,074 Series B shares (through Kaikarhenni Oy), 231,770 Series A options, entitling to the same number of shares in the company. In addition, stock options equal to 1 per cent of the company's shares on a fully diluted basis shall be vested based on reaching the target valuation, i.e., the company's pre-money valuation in connection to a financing round, trade sale, or IPO exceeding EUR 500 million. Additionally, the right to

stock options equal to 1 per cent of the company's shares on a fully diluted basis shall be vested based on reaching the target valuation, i.e., the company's pre-money valuation in connection to a financing round, trade sale, or IPO exceeding EUR 1,000 million.

- Independent from the company and from its major shareholders.



Antti Kangas

- Board member since 2013
- Nightingale Health's CTO, Founder, and Management Team member
- Man, born 1984
- Finnish citizen
- M.Sc. (Tech)
- Main occupation: Nightingale Health Plc, Chief Technology Officer
- Holdings in the company on 30 June 2026: 5,340,342 Series A shares, 17,458 Series B shares, 0 options
- Not independent from the company or from its major shareholders.



Olli Karhi

- Board member since 2015
- Man, born 1963
- Finnish citizen
- Lic. Med. MD
- Main occupation: Board professional
- Holdings in the company on 30 June 2026: 0 shares, 0 options
- Independent from the company but not independent from its major shareholders.



Ilkka Laurila

- Board member since 2023
- Man, born 1977
- Finnish citizen
- MSc (Forestry), MSc (Econ)
- Main occupation: Taaleri Plc, Chief Executive Officer
- Holdings in the company on 30 June 2026: 8,000 Series B shares, 600,000 Series B options with the right to subscribe to equal amount of Series B shares, if the defined market capitalization is achieved.
- Independent from the company and its major shareholders.



Timo Soininen

- Member of the board since 2020
- Man, born 1965
- Finnish citizen
- M.Sc. (Econ)
- Main occupation: Board professional and investor
- Holdings in the company on 30 June 2026: 447,888 Series A shares, 123,000 Series B shares, 1,362,025 Series A options, entitling to same number of shares in the company. In addition, stock options equal to 1 per cent of the company's shares on a fully diluted basis shall be vested based on reaching the target valuation, i.e., the company's pre-money valuation in connection to a financing round, trade sale, or IPO exceeding EUR 500 million. Additionally, the right to stock options equal to 1 per cent of the company's shares on a fully diluted basis shall be vested based on reaching the target valuation, i.e., the company's pre-money valuation in connection to a financing round, trade sale, or IPO exceeding EUR 1,000 million. In addition, Villagecape Ventures Oy, Timo Soininen's closely associated company over which Timo Soininen does not have control, holds 201,670 Series A shares and 59,259 Series B shares.
- Independent from the company and from its major shareholders.



Teemu Suna

- Board member since 2016
- Nightingale Health's CEO, interim CFO, Founder, and Management Team member
- Man, born 1982
- Finnish citizen
- M.Sc. (Tech)
- Main occupation: Nightingale Health Plc, Chief Executive Officer
- Holdings in the company on 30 June 2026: 2,637,964 Series A shares, 31,237 Series B shares, 3,000,000 Series B options, which entitle to subscribe to same amount of Series B shares in case defined market capitalization is reached.
- Not independent from the company or from its major shareholders.

A majority of the members of the Board of Directors shall be independent from the company and at least two of the members shall be independent from the company and any significant shareholder. Evaluation of director candidates' independence is an essential part of the director nomination process. Each member candidate's independence is assessed annually by the Board of Directors against the independence criteria of the Corporate Governance Code. The independence of a director who has served as a director for more than 10 consecutive years is subject to an overall evaluation on an annual basis.

Responsibilities and Duties of the Board

The Board of Directors is responsible for the management of the company and for the proper arrangement of its operations. In addition, the Board of Directors is responsible for the appropriate arrangement

of the supervision of the company's accounts and finances. The Board of Directors uses regular reports and other information provided thereto by the company's management to stay informed of any developments in the company's operations and finances.

The Board of Directors adopts the company's strategy and monitors its implementation. The Board of Directors also adopts the annual operating plan and a budget based on the strategy, sets the company's goals for each fiscal year and monitors their implementation.

In addition to the duties set out in law and in the Articles of Association, the Board of Directors discusses matters that are significant to the company and the Group and which have a long-term impact on the extent and quality of their operations.

As the company does not have a separate Audit Committee or Remuneration Committee, the Board of Directors is also responsible for monitoring the financial reporting, compliance with laws and regulations, and remuneration processes.

The Board of Directors has decided that the company does not have a separate Nomination Committee. The Board of Directors is responsible for preparing proposals to the General Meeting on the appointment of the members of the Board of Directors.

The Board may establish permanent committees from among its members and define written rules of procedure for each committee. The Board may in individual cases appoint ad hoc committees for the preparation of a specific matter.

The Board of Directors assesses its operations on an annual basis to ascertain whether the Board of Directors is operating efficiently. This assessment is carried out as an internal self-assessment. The Board of Directors discusses the results of the assessment. The ways of working and the effectiveness of the Board of Directors are developed based on the results of the assessment.

Board meetings

The Board of Directors will convene in accordance with the pre-approved schedule agreed upon in the annual action plan. The Board of Directors will convene not less than 12 times a year. The Board will hold extraordinary meetings as necessary, which may also be held as teleconference meetings. Matters may also be decided upon without convening an actual meeting by drawing up a unanimous decision that is signed by all Board members. The Chair of the Board convenes the extraordinary board meetings.

In the financial year 1 July 2025–30 June 2026, the Board of Directors focused on directing the company's strategic initiatives. The number of Board meetings was 15.

The table below presents the Board members' participation in the meetings between 1 July 2025 and 30 June 2026.

Member	Participation in Board meetings	Participation in Board meetings (%)
Leena Niemistö, Chair	15	100%
Antti Kangas	15	100%
Olli Karhi	15	100%
Ilkka Laurila	15	100%
Timo Soininen	14	93%
Teemu Suna	15	100%

Diversity of the Board of Directors

The Board of Directors has approved the company's Diversity Principles. The responsibility to maintain the principles rests with the CEO. The Board of Directors approves all amendments to the Diversity Principles. The purpose of the Diversity Principles is to define the goals and methods by which a

purposeful diversity of the Board of Directors is achieved, which in turn furthers the effective work of the Board as a team.

When electing the members of the Board of Directors, the objective is to ensure that the Board of Directors as a collective supports the development of the current and future business of the company. When planning the composition of the Board of Directors, the Board of Directors considers the needs and development stages of the company's business operations as well as the areas of expertise required by the Board of Directors. When preparing the composition of the Board of Directors, long-term needs and succession planning are also considered.

Diversity reinforces the objective that the Board of Directors' competence profile as a whole supports the development of the current and future business of the company, and it is seen as a material part and success factor that enables the achievement of strategic objectives and the continuous improvement of customer-oriented operations.

The diversity of the Board of Directors is viewed from different perspectives. The material factors for the company are the members' complementary skills, education and experience from different professions and industries and different development stages of business operations and management as well as the personal attributes of the members. The diversity of the Board of Directors is supported by experience from the international operating environment and relevant industries, as well as cultural knowledge and the consideration of age and gender distribution.

Both genders shall always be represented in the Board of Directors. If two candidates are equally competent, priority will be given to the candidate of the underrepresented gender. The realization and development of diversity to achieve objectives are evaluated in the self-assessment discussion of the Board of Directors. The company's long-term objective is to achieve balanced representation of women and men on the Board of Directors. On 30 June 2026, out of the six members of the company's Board of Directors five were men and one was a woman. Percentually, 83% of the members of the Board of Directors were men and 17% were women. To achieve the aforesaid objective, the Board of Directors seeks to include representatives of both genders in the search and evaluation process of new Board members.

During the financial year 1 July 2025–30 June 2026, the Board of Directors has continued with a composition where both genders are represented and where the Board has expertise from diverse areas, including business management, finance, health care industry and technology industry.

The Chief Executive Officer

The CEO is responsible for the company's management in accordance with the Finnish Companies Act and the instructions given by the Board. The CEO prepares decisions and other matters for the Board of Directors' meetings, develops the company's operations in line with the targets agreed with the Board of Directors, and ensures the proper implementation of Board decisions.

The CEO shall see to the executive management of the company in accordance with the instructions and orders given by the Board of Directors (general competence). The CEO shall see to it that the accounts of the company are in compliance with the law and that its financial affairs have been arranged in a reliable manner. The CEO shall supply the Board of Directors and its Members with the information necessary for the performance of the duties of the Board of Directors.

The CEO is responsible for ensuring that existing legislation and applicable regulations are observed throughout the company.

The CEO is appointed by the Board. The Board decides on the compensation and terms of engagement of the CEO.

Management Team

Nightingale Health's Management Team consists of the CEO, his/her deputy (if one has been appointed), and other senior management.

Nightingale Health's Management Team assists the CEO in the management of Nightingale Health's business. The members of the team have authority in their individual areas of responsibility, and their duty is to develop the company's operations as a whole in line with the targets set by the Board of Directors and the CEO. The Management Team is not a decision-making body of the company.

During the financial year 1 July 2025–30 June 2026, the Management Team focused on reaching the business targets set for the financial year:

- Increase revenue by at least 50% compared to the previous financial year

Composition of the Management Team on 30 June 2026: Teemu Suna (CEO), Antti Kangas, Janna Ranta, Salla Ruosaari, Satu Saksman and Minja Salmio. On 30 June 2026, two members of the Management Team were men and four members were women. In percentage terms, 33% of the members of the Management Team were men and 67% were women.



Teemu Suna

- Chief Executive Officer, Interim CFO, Founder, Board member
- Man, born 1982
- Finnish citizen
- M.Sc. (Tech)
- CEO and Management Team member since 2014
- Holdings in the company on 30 June 2026: 2,637,964 Series A shares, 31,237 Series B shares, 3,000,000 Series B options, which entitle to subscribe to same amount of Series B shares in case defined market capitalization is reached.



Antti Kangas

- Chief Technology Officer, Founder, Board member
- Man, born 1984
- Finnish citizen
- M.Sc. (Tech)
- Management Team member since 2014
- Holdings in the company on 30 June 2026: 5,340,342 Series A shares, 17,458 Series B shares, 0 options.



Janna Ranta

- Chief Operating Officer
- Woman, born 1985
- Finnish citizen
- MBA, MSc
- Management Team member since 2025
- Holdings in the company on 30 June 2026: 75,486 Series B shares, 450 EMP-options, each entitling to 301 EMP shares in the company, 439,800 series B options, which entitle to subscribe to same amount of Series B shares, if the defined market capitalization is achieved.



Salla Ruosaari

- Chief R&D Officer
- Woman, born 1976
- Finnish citizen
- PhD
- Management Team member since 2021
- Holdings in the company on 30 June 2026: 75,250 EMP shares and 250 EMP options, each entitling to 301 EMP shares in the company, 500,000 Series B options with the right to subscribe to an equal amount of Series B shares if the defined market capitalization is achieved.



Satu Saksman

- Chief Commercial Officer (APAC), Co-founder
- Woman, born 1976
- Finnish citizen
- M.Sc. (Tech)
- Management Team member since 2015
- Holdings in the company on 30 June 2026: 529,158 Series A shares, 17,458 Series B shares, 75,250 EMP shares, 1,550 EMP options, each entitling to 301 EMP shares in the company and 1,000,000 Series B options which entitle to subscribe for same amount of Series B shares if the defined market capitalization is achieved.



Minja Salmio

- Chief Commercial Officer (EMEA)
- Woman, born 1987
- Finnish citizen
- Master of Laws
- Management Team member since 2017
- Holdings in the company on 30 June 2026: 82,775 EMP shares, 1,550 EMP options, each entitling to 301 EMP shares in the company and 1,000,000 Series B options which entitle to subscribe for same amount of Series B shares if the defined market capitalization is achieved.

Internal control and risk management

The purpose of internal control and risk management is to ensure that the company's and its subsidiaries' operations are effective, that financial and other information is reliable, and that the company and its subsidiaries comply with the relevant regulations and operating principles.

Nightingale Health's Board of Directors is primarily responsible for the Nightingale Health Group's risk management. The Board confirms the principles and responsibilities of risk management, the risk limits of the Group and other general guidelines according to which the risk management and internal control are organized. Risk management is carried out separately for each of the company's operating areas, so that experts from each area participate in the identification of risks.

The Board is responsible for ensuring that the Group's internal control and risk management are sufficient relative to the scope of the Nightingale Health Group's business and that their supervision is appropriate.

The Board supervises that the CEO manages the company's operational business and administration in accordance with the instructions and orders issued by the Board. The Board assesses the Nightingale Health Group's financial reports and material changes in business operations to ensure that risk management is sufficient.

The aim of internal control is to give the Board and acting management adequate assurance of the realization of the following objectives:

- the effectiveness and appropriateness of operations
- the achievement of targets and profitability
- the reliability and completeness of financial reporting and other reporting
- the safeguarding of assets
- compliance with operating principles, plans, guidelines, laws and regulations to prevent, for example, errors and misconduct.

Internal control constitutes an essential part of the Nightingale Health Group's operations on all levels of the organization and is conducted on all organizational levels and in all operations. The entire Group personnel are responsible for internal control and subsidiary managers monitor its effectiveness as part of operational management. The priorities of internal control are selected according to the risks identified as part of the risk management process.

The internal control of financial reporting is part of Nightingale Health Group's framework for internal control and risk management. Its purpose is to ensure the reliability and comprehensiveness of financial and other reporting and compliance with laws and regulations as well as with internal principles and practices. Its main principles include a control environment that support the operating practices of the Group, effective risk identification, appropriate controls, timely and efficient communication, and regular monitoring of the control system. The framework is based on identifying financial, operational, and legal risks related to the Group's financial reporting process and defining control objectives and common control points for such risks.

The purpose of the control activities in the financial reporting process is to ensure the reliability and efficiency of financial operations and to ensure that identified risks are appropriately managed and mitigated. The defined control points also ensure compliance with legislation, internal procedures, and ethical values. Examples of control points include internal operating guidelines and approval procedures, reconciliations, verifications, and segregation of duties. Function leaders are responsible for monitoring legislative changes within their areas of responsibility and communicating those changes within the Group. They are also responsible for establishing the necessary compliance controls and organizing required training within their functions. The effectiveness of control activities is monitored as part of

regular monitoring of operational activities. Additionally, an annual internal control self-assessment process is conducted to evaluate how effectively the internal control processes have been able to detect errors and/or mitigate identified risks.

In accordance with the Securities Market Act, Nightingale Health has in use a whistleblowing system through which the employees can report any misconduct they have observed or suspect. The company has not received any reports through the whistleblowing channel during the financial year 1 July 2025–30 June 2026.

During the financial year 1 July 2025–30 June 2026, the company's strong liquidity position and associated risks have been managed systematically with a risk-conscious approach.

Auditing

The extent and requirements of auditing the company are governed by the laws and regulations applicable to Finnish public companies. Accordingly, an independent third-party auditor audits annually the accounting records for each financial period, the annual accounts, and the administration of the company. The audit of the company includes an examination of the consolidated annual accounts for the Group as well as the relations between Group companies.

As required by law, the auditor gives an auditor's report to the company's shareholders in connection with the annual financial statements.

According to the company's Articles of Association, the company has an auditor that is an auditing firm approved by the Finnish Patent and Registration Office. The auditor is elected annually by the Annual General Meeting of Shareholders for a term that expires at the end of the next Annual General Meeting following the election. The auditor's term shall cover the financial year.

During the financial year 1 July 2025–30 June 2026, PricewaterhouseCoopers Oy served as the company's auditor. The auditor with principal responsibility is Panu Vänskä. Fees paid to the auditor for auditing services totaled EUR 162 thousand and fees for other services totaled EUR 10 thousand.

Internal Audit

Internal audits assess the company's internal control mechanisms. Through audits, the adequacy and effectiveness of the company's internal control system, risk management, and governance processes are ensured. Internal audits support the board in fulfilling its oversight responsibilities and provide management with the necessary tools to ensure operational efficiency by identifying issues and correcting errors before they are discovered in an external audit.

Nightingale Health Group has not established a dedicated internal audit function for its financial reporting due to the small size and scope of its operations. The Group has an annual self-evaluation process that focuses on financial reporting, which assesses how efficiently internal audit procedures have managed to detect errors and/or mitigate identified risks. For detected errors, the extent of which the defined controls have been inadequate is assessed, and corrective actions are presented. The finance department of Nightingale Health Group is responsible for the financial reporting self-evaluation process and for reporting its observations to the Board of Directors. The Board of Directors verifies the level of internal control.

As a health technology group, Nightingale Health operates within a tightly regulated operating environment and abides by international standards, such as EN ISO 13485, in its operations. The Group has an internal audit function that focuses on operational activities. Internal audits are planned and scheduled according to the yearly audit plan. Auditors are selected to ensure the objectivity and impartiality of the audit process. Auditors must be qualified for auditing and audits can be outsourced and performed by outside consultants, if necessary. Requirements related to consultants are defined in the human

resources and training policy. The auditing process consists of planning, performing, reporting, follow-up, and closing. The internal audit is described in detail in the internal audit instructions.

Insider Administration

The Board shall ensure that the company has, at all times, proper policies governing the administration of insider issues. At Nightingale Health, the General Counsel is responsible for the coordination and supervision of insider administration. The insider laws and regulations, including the Market Abuse Regulation ("MAR"), the Finnish Securities Markets Act, and the Guidelines for Insiders issued by Nasdaq Helsinki, complemented by the company's own Insider Policy adopted by the Board, constitute the primary legal framework for the insider issues relevant to the company.

The persons discharging managerial responsibilities in Nightingale Health in the meaning of the MAR include members of the company's Board, the CEO, and other members of the Nightingale Health Management Team (together, the "Management").

Nightingale Health applies a restricted period of thirty (30) calendar days before the announcement, including the day of the announcement, of a half-year report or a financial statements release (the "Closed Window"). During this period, the persons included in the Management, the persons subject to trading restrictions, and any legally incompetent persons under their custody are prohibited from conducting any transactions, on their own account or for the account of a third party, directly or indirectly, relating to the company's shares or debt instruments, or derivatives or other financial instruments linked thereto.

A project-specific insider register is maintained when required by law or regulations. Project-specific insiders are prohibited from trading in the company's securities until the termination of the project.

Related Party Transactions

Nightingale Health's related party policy, which includes the principles for monitoring and evaluating related party transactions, has been approved by the Board of Directors of Nightingale Health, who monitors and evaluates related party transactions. The related party principles of Nightingale Health define the principles and processes by which the company identifies its related parties and monitors transactions with them, assesses the nature and terms of such transactions, ensures that potential conflicts of interest are duly considered in the decision-making of the company, and that they are reported as required.

The definition of related parties is based on the definitions included in the International Accounting Standard 24. The company's related parties include its subsidiaries, associated companies, key management personnel of the company, including the Board of Directors, the CEO and the Management Team, as well as their family members. Related parties also include, for example, companies over which the above-mentioned persons have control. The company maintains a list of the natural and legal persons that are its related parties to identify related party transactions.

The company reports on related party transactions annually in its financial statements. The company discloses the information required by law in the notes to the financial statements.