



INCAP CORPORATION

REMUNERATION POLICY.

1. Introduction.

Incap's remuneration reporting consists of the Remuneration Policy presented to the Annual General Meeting at least once every four years and, from 2020, the Remuneration Report, presented each year and prepared in accordance with the Corporate Governance Code of 1 January 2020. The Remuneration Report provides information on the fees paid to the company's governing bodies in the financial period.

This Remuneration Policy defines the principles for the remuneration of Incap's governing bodies, i.e. the Board of Directors and President & CEO.

The objective of remuneration is to encourage the implementation of Incap's strategy and long-term financial performance,

competitiveness, and the favourable development of shareholder value. Remuneration is based on pre-set criteria and measurable key metrics.

The company's objective is transparency in remuneration as well as fair and encouraging remuneration at all organisational levels. Remuneration also plays a key role in ensuring competitive recruitment and commitment for the company.

This Remuneration policy is available on the company's webpages as long as applied. The company's employee salary and remuneration terms are also taken into consideration when deciding on the remuneration of governing bodies.

2. Remuneration decision-making process.

The statutory governing bodies are the Annual General Meeting, Board of Directors, and President & CEO. The statutory governing

bodies are supported by the Chief Financial Officer. The company has also a separate Audit Committee and Remuneration Committee.



The remuneration of the Board of Directors and the grounds for the remuneration are decided by Incap Corporation's Annual General Meeting. The Board prepares the remuneration proposal for the Annual General Meeting. The remuneration can also be paid in part or full as the company's shares.

The Board of Directors may appoint one or more of its members or nominate a committee to investigate the justifications for proposed performance-based incentive scheme and other benefits and to coordinate the use of possible outside experts. Incap's Remuneration Committee was formed in 2024 and is represented by two Board members.

The company periodically assesses the competitiveness of the company's remuneration in relation to other international listed companies with a similar market value.

The Board of Directors decides on the principles of remuneration of the President & CEO and Management team.

Incap's Board of Directors decides on the remuneration of the President & CEO, Directors of Operations in the countries and Group Management Team, including other financial

benefits, criteria for possible performance-based incentives as well as granting of possible share-based incentives, within the limits set by the authorisations granted by the Annual General Meeting.

The Company's President & CEO decides on the salaries and details regarding other remuneration of employees other than members of the Group Management Team.

The Board prepares proposals for the overall remuneration of the President & CEO, Directors of Operations in the countries, and members of the Group Management Team. The fixed salaries of the Directors of Operations in the countries and members of the Group Management Team are nevertheless decided on the basis of a proposal made by the President & CEO.

The Board accepts the remuneration of the President & CEO annually in accordance with this Remuneration Policy, assesses the remuneration paid and ensures its accordance with this policy.

To avoid conflicts of interest, no person shall be involved in deciding their own remuneration.

3. Remuneration of the Board of Directors.

The remuneration paid to the Board of Directors are decided each year by the Annual General Meeting.

The Board prepares the remuneration proposal in full. The company may also appoint an external expert to prepare remuneration

proposals for the Board. The remuneration of the Board consists of an annual fee, which can consist in part or in full of the company's shares. In addition to the annual remuneration, a meeting fee per meeting is paid for the Board

members. An increased fee is typically paid to the Chair of the Board of Directors.

The travel costs of permanent Board members will be reimbursed in accordance with the company's currently valid travel policy.

The Annual General Meeting can also decide on the criteria for other forms of remuneration.

The resolutions of the Annual General Meeting concerning the remuneration of Board members are published in the same stock exchange release as the other decisions of the Annual General Meeting.

The Board members do not have employment contracts with the company.

4. Remuneration of the President & CEO.

The Board of Directors decides on the President & CEO's remuneration within the framework of the Remuneration Policy for governing bodies presented to the Annual General Meeting.

The remuneration of the President & CEO consists of a fixed salary and a variable portion. The fixed portion forms a major part of the remuneration and includes also fringe benefits such as car, phone and data communication and other benefits. The remuneration can also consist of other benefits such as insurances and termination fees.

The variable portion consists of a portion based on pre-set criteria. The criteria may be based on for example the company's revenue and operating profit as well as working capital in relation to revenue, and sustainability targets. The variable portion is tied in financial criteria, which have been chosen in the way that they

support the company's longterm financial performance and strategy implementation. The variable portion can be a maximum of 60 per cent on top of the fixed portion.

The Board of Directors shall set a maximum amount for the CEO's annually confirmed short-term performance-based bonus. The criteria may be changed annually.

Performance-based remuneration is aimed at supporting the implementation of the company's strategy and align the remuneration with the company's financial performance, and sustainability targets.

The company's Board of Directors shall separately decide on the launch of share-based long-term incentive schemes, their earning periods and all other terms independently within limits of the authorisation granted by the Annual General Meeting.

4.1 Other key terms and conditions of the CEO agreement

The Board of Directors decides on the other key terms of the CEO agreement. The other terms are agreed on the CEO agreement.

The CEO agreement also includes non-disclosure and non-competition clauses applicable to the CEO.

The CEO agreement is subject to customary termination conditions and a termination period of 6 months.

The pension benefits of the CEO are determined in accordance with the Finnish Employment Pensions Act ("Tel").

The Board of Directors monitors that the remuneration paid is in line with the company's financial reporting.

4.2. Terms for deferral and possible clawback of remuneration

When applying the performance-based remuneration, Incap's Board of Directors may decide on the deferral or clawback of the CEO's remuneration, in part or in full, in that situation

if the CEO agreement with Incap Corporation ended before the end of the earning period or if there were any other significant changes in the principles of remuneration.

5. Requirements for temporary deviation.

The remuneration of governing bodies takes place within the limits of the Remuneration Policy presented by the company to the Annual General Meeting. However, Incap's Board of Directors retains the right to temporarily deviate from this Remuneration Policy for compelling reasons, if so required by the company's long-term financial success, competitiveness, and shareholder value development. The possibility to temporarily deviate from the Remuneration Policy is applied in exceptional circumstances in which the company's key operating conditions would have changed after a corporate arrangement such as a merger or takeover bid, and the valid Remuneration Policy would no longer be appropriate in these changed circumstances.

If deviating from the Remuneration Policy is assessed to have continued to the point that it cannot be deemed temporary, the company shall prepare a new Remuneration Policy to be

discussed at the next possible Annual General Meeting. The provisions concerning the availability of the notice convening the Annual General Meeting and meeting material could lead to it not being possible to present the new Remuneration Policy to the next Annual General Meeting if the need for deviation arises close to the date of the Annual General Meeting in question. In such situations, the company shall present the Remuneration Policy to the Annual General Meeting for which it can be properly prepared.

If the temporary deviation from the Remuneration Policy concerns the remuneration of a new CEO, or the policy has been deviated from due to a corporate arrangement or other corresponding exceptional situation, the new terms and conditions concerning remuneration shall be valid as agreed regardless of the duration of the temporary deviation.

13 December 2024
Incap Corporation
Board of Directors