

Remuneration Report

1 July 2025–30 June 2026

Introduction

This Remuneration Report contains information about the remuneration of Nightingale Health Plc's ("Nightingale Health" or "company") Board of Directors and CEO for the financial period 1 July 2025–30 June 2026. The report has been formulated in accordance with the Corporate Governance Code 2025 of the Finnish Securities Market Association.

Nightingale Health's Remuneration Policy was presented to the Annual General Meeting on 6 November 2025. The Annual General Meeting accepted the Remuneration Policy in its advisory resolution.

The Remuneration Report for the financial period 1 July 2025–30 June 2026 includes the principles governing the remuneration of the members of the company's Board of Directors and CEO and a description of the practical implementation of the Remuneration Policy. The Report also includes the remuneration paid to the members of the Board of Directors and CEO in the financial year 1 July 2025–30 June 2026. The advisory vote concerning the Remuneration Report held by the Annual General Meeting on 6 November 2025 did not result in any changes to the content of the Remuneration Report.

The Board of Directors of Nightingale Health has ensured that remuneration practices are aligned with the principles laid out in the company's Remuneration Policy. There were no deviations from the Remuneration Policy in the financial year 1 July 2025–30 June 2026. In addition, no paid remuneration was reclaimed by the company in the financial year 1 July 2025–30 June 2026.

Nightingale Health's key principles in remuneration are transparency, market orientation, and remuneration for good performance of both individual employees and the company. Nightingale Health's remuneration principles concern the entire personnel of the company.

Nightingale Health's Remuneration Policy for management aims to encourage and reward management for work that is in line with the company's strategy at a given time and for compliance with the set rules, as well as to motivate them to strive for the success of the company. The share of the CEO's variable remuneration from the total remuneration is based on the long-term strategic goals as defined by the Board of Directors.

Overview of financial year and the development of remuneration

During the financial period 1 July 2025–30 June 2026, Nightingale Health focused on growing its commercial activities internationally in both the healthcare and medical research markets. The company expanded the presence of its commercial team and significantly increased its sales investments, particularly in the key geographic areas that it can serve through its local laboratories. These measures delivered results: the value of its sales pipeline grew, it signed new significant agreements, and it launched several pilot projects.

During the financial period, an independent study was published showing that Nightingale Health's blood test can help improve prevention of heart attack and stroke by 44% if used in population health screening. The study was conducted by researchers from the University of Cambridge and published in the European Heart Journal, the flagship journal of the European Society of Cardiology.

In Finland, Nightingale Health and Terveystalo expanded their long-term collaboration with a new strategic agreement, bringing Nightingale Health's blood analysis technology to all Terveystalo customers. To date, more than 250,000 Finns have already received Nightingale test results as part of their occupational health checks. The use of the technology also expanded in public healthcare during the financial period: in addition to the Wellbeing Services County of South Savo, the Wellbeing Services County of North Karelia adopted disease risk detection as part of public healthcare. In South Savo, the company is also participating in the Wellbeing Gift (Hyvinvointilahja) project, in which blood-based disease risk detection is combined with digital lifestyle support.

Internationally, in February 2026 Nightingale Health was granted a clinical laboratory permit by the New York State Department of Health's Clinical Laboratory Evaluation Program (CLEP) for the company's laboratory in New York, strengthening the company's position in the world's largest healthcare market. The company strengthened its sales teams in the United Kingdom, Singapore and Japan, launched active sales efforts elsewhere in Europe, and signed a memorandum of understanding with Formula 100 Health to integrate the Nightingale Health Check into Formula 100 Health's longevity programmes in Switzerland and South Africa.

In the medical research market, Nightingale Health was selected as the multiomics provider for a research project led by Aalborg University in Denmark, with a total contract value of approximately EUR 2.4 million, and as the metabolomics analysis provider for the Moli-sani study in Italy, with a total agreement value of approximately EUR 0.7 million. The company entered into a strategic partnership with Alamar Biosciences to integrate brain health proteomics into its multiomics portfolio. In addition, the full set of metabolic biomarker data generated by Nightingale Health for UK Biobank was made available to researchers during the financial period.

The table below compares the Board of Directors' and the CEO's remuneration development to the development of the remuneration for an average employee and the financial development of the company over the previous five (5) financial periods. There is no significant change in the remuneration of the Board of Directors and the CEO compared to the previous financial year.

*Remuneration paid and company's financial development over the last five years**

EUR thousand	2025–2026	2024–2025	2023–2024	2022–2023	2021–2022
Board members, total	270	256	246	1,290	980
Of which IFRS 2 related costs**	112	112	102	1,126	836
Of which monthly benefits	158	144	144	164	168
CEO	906	1,041	1,608	1,503	1,550
Of which IFRS 2 related costs	550	677	1,317	1,204	1,315
Of which salary and fringe benefits	356	364	291	299	290
Employees (on average)	71	81	82	81	88
Of which IFRS 2 related costs	3	10	18	20	25
Of which salary and fringe benefits	67	71	63	61	63
Market value	57,222	157,844	138,783	52,436	109,216
Revenue	5,502	4,693	4,358	4,182	2,313

*) The numbers presented in the table represent the whole Nightingale Health Group.

**) Excluding the CEO.

Board remuneration

The General Meeting resolves annually on the remuneration of the Board of Directors based on the proposal made by the Board of Directors. The remuneration of the Board of Directors is based on the Remuneration Policy presented to the General Meeting on 6 November 2025.

The members of the Board of Directors can be paid, for example, annual or monthly fees and/or fees for Board meetings. The General Meeting or the Board of Directors authorized by the General Meeting resolves on issuing shares, stock options or other special rights entitling to shares.

Monthly remuneration

The Annual General Meeting held on 6 November 2025 decided that the Chair of the Board of Directors shall be paid a monthly remuneration of EUR 4,000 and the other members of the Board of Directors a monthly remuneration of EUR 2,000. The Chair's monthly remuneration increased from EUR 2,000 to EUR 4,000, while the monthly remuneration of the other Board members remained unchanged from the remuneration resolved by the Annual General Meeting held in November 2024. During the financial period 1 July 2025–30 June 2026, the monthly remuneration has been paid to each Board member.

No separate fees for Board meetings were paid to Board members during the financial period 1 July 2025–30 June 2026.

Board, the CEO and Key Management Incentive Program

Nightingale Health has a long-term Board, the CEO and Key Management Incentive Program, where the vesting event for stock options is determined based on the company's market value. The stock option program is described on the company's website: <https://ir.nightingalehealth.com/remuneration>.

In all stock option programs that are entitled to Series B shares, the right to subscribe shares is mainly based on the increase in Nightingale Health's market capitalization. The market capitalization steps entitling to subscribe shares remain unchanged. The subscription right based on the increase in market capitalization is a key term in all stock option programs because the increase in market capitalization is in the interest of all the company's shareholders.

Remuneration based on the employment or service contract of the Chairman or members of the Board and advisor remuneration

CEO remuneration is described in section "CEO Remuneration" of the Remuneration Report.

In addition to the incentive programs available to members of the company's Board of Directors and the fixed monthly remuneration, the following Board members are also compensated based on their employment or service contract and advisory duties as follows:

The remuneration based on the employment of Chief Technology Officer Antti Kangas, who is also a member of the company's Board of Directors, consists of a fixed salary, which during the financial period 1 July 2025–30 June 2026 was EUR 111,161. The salary includes vacation pay, holiday compensation and taxable fringe benefits. Kangas has also been rewarded with a bonus of EUR 12,960 EUR, which was paid on 15 September 2026.

CEO remuneration

The CEO's fixed annual salary for the financial period 1 July 2025–30 June 2026 was EUR 291,852 including vacation pay, holiday compensation and taxable fringe benefits.

The CEO does not have a supplementary pension scheme.

Proportional shares of fixed and variable remuneration

The Board of Directors has decided to pay the CEO a short-term incentive bonus of EUR 64,400 for the financial year 1 July 2025–30 June 2026. Short-term remuneration is determined based on annually set targets and is tied to predefined metrics such as growth in revenue and the order book. The bonus was paid to the CEO on 15 September 2026. The bonus paid in August 2025 for the financial year 1 July 2024–30 June 2025 was EUR 82,800.

In the financial year 1 July 2025–30 June 2026 the variable short-term remuneration was 18.1% of the CEO's total remuneration (22.8% in the financial year 1 July 2024–30 June 2025).

CEO options

The stock options granted to the CEO are described in more detail on the company's website: <https://ir.nightingalehealth.com/remuneration>.