

INCAP CORPORATION

# REMUNERATION POLICY

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## 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 promote Incap's long-term financial performance, competitiveness,

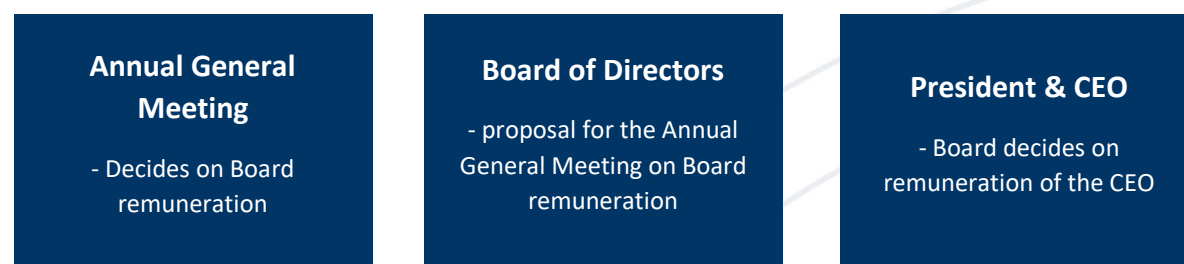
and the favourable development of shareholder value. Remuneration is based on predetermined and measurable performance and result criteria.

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 General Meeting, Board of Directors, and President & CEO. The statutory governing bodies are supported by the Chief Financial Officer. The company has no separate Audit or Remuneration Committee because of the size of the company, but the Board of Directors handles the tasks of the Committees as part of its operation.



The General Meeting decides on the remuneration to be paid for the work of the Board of Directors and the basis for their determination. The remuneration of the Board of Directors may also be paid in full or in part in the company's shares.

The Board remuneration is decided by the Annual General Meeting of Incap Corporation. The Board prepares the remuneration proposal for the General Meeting.

The Board of Directors may appoint one or more of its members or nominate a Committee to investigate the justifications for the remuneration proposal and to coordinate the use of possible outside experts.

The company periodically assesses the competitiveness of its remuneration in relation to its peers with a similar market value.

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

Incap's Board of Directors also decides on the remuneration of the Directors of Operations in the different countries and the 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 General Meeting.

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

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 is decided each year by the Annual General Meeting.

The Board prepares the remuneration proposal in full. The company may also appoint e.g., 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. An increased fee can be paid to the Chair of the Board of Directors.

The travel costs of permanent Board members will be reimbursed according to the company's currently valid travel policy.

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

The decisions of the Annual General Meeting concerning the remuneration of Board members are disclosed in the same stock exchange release with other decisions of the Annual General Meeting.

The Board members nor related parties do not have working contracts with the company.

### 4 Remuneration of the President & CEO

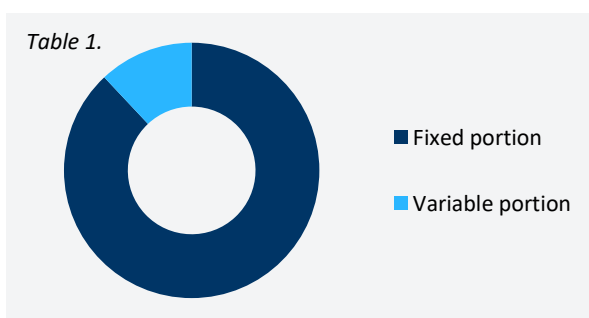
The Board of Directors decides on the President & CEO's remuneration within the framework of the Remuneration policy for governing bodies presented to the Annual General Meeting.

The remuneration of the President & CEO consists of fixed salary and 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 include 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. The variable portion is tied to financial criteria which have been chosen in the way that they support the company's long-term financial performance and strategy implementation. The variable portion can be a maximum of 60 per cent on top of the fixed portion.

#### Proportional shares of fixed and variable remuneration

In 2022, the fixed portion represented approximately 88 per cent and the variable portion approximately 12 per cent of total remuneration.



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.

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 General Meeting.



#### 4.1 Other key terms and conditions of the service contract of the President & CEO

The Board of Directors decides on other key terms and conditions of the President & CEO's service contract. The other terms are agreed upon in a written CEO agreement.

The CEO's service contract also includes non-disclosure and non-competition clauses applicable to the CEO.

The CEO's service contract is subject to customary termination conditions and a notice period of 6 months. The CEO's retirement age is determined in accordance with the Finnish Employees' Pensions Act.

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 such a situation when the CEO's service

relationship with Incap Group 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 or if 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 expected to continue 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.

**21 December 2022**

**Incap Corporation  
Board of Directors**

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