

ASPOCOMP GROUP PLC

REMUNERATION REPORT 2025 FOR GOVERNING BODIES

INTRODUCTION

This Remuneration Report 2025 for governing bodies released by Aspocomp Group Plc. describes the remuneration of the company's Board of Directors, the CEO and the CEO's deputy from January 1 to December 31, 2025. The Remuneration Report 2025 has been prepared in accordance with the guidelines for remuneration of the Finnish Corporate Governance Code 2025 for listed companies.

The remuneration of the governing bodies in 2025 has not deviated from Aspocomp's remuneration policy for governing bodies 2024–2027, which was discussed and approved without changes by the company's Annual General Meeting.

Aspocomp's Board of Directors has monitored the implementation of the company's Remuneration Policy and has approved this Remuneration Report to be presented to the company's Annual General Meeting 2026, where the shareholders will make an advisory decision on the report.

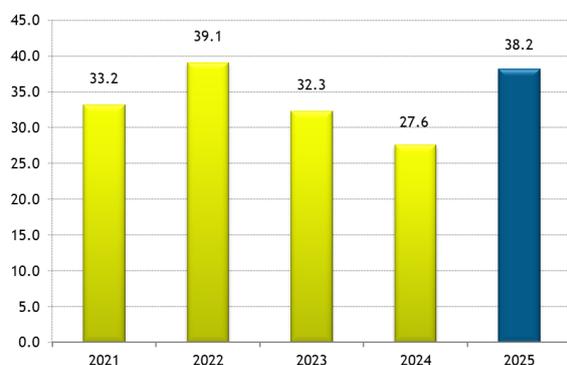
In accordance with the Remuneration Policy, remuneration for Aspocomp's governing bodies is based on the company's employee remuneration policy, which aims to encourage good performance and motivate long-term work to achieve the company's goals. Remuneration is based on the job's demand level, personal effectiveness, and performance as well as the market situation. The purpose of the company's remuneration is to contribute to the long-term interests of both the company and its shareholders and the realization of the business strategy of the company as well as to promote the long-term financial success of the company.

DEVELOPMENT OF ASPOCOMP'S FINANCIAL PERFORMANCE AND REMUNERATION IN 2021-2025

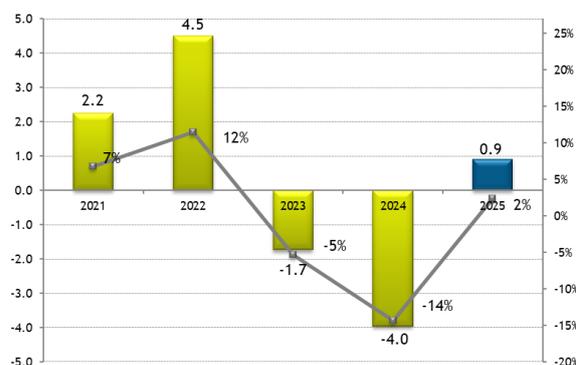
At the beginning of 2021, the company returned to its growth track after several tough years, and 2022 was the best financial year in the history of Aspocomp in its current form. In 2023, the development of net sales was affected by sluggish demand, weakened product mix, and a temporary process disruption in the company's production. Although 2024 was still a challenging year overall, the operating environment improved clearly in the second half of the year as demand for the company's products swung to strong growth. In 2025, a significant geopolitical shift occurred in the operating environment as the demand for European PCB manufacturing turned to growth for the first time in the 21st century. However, equipment failures weighed on financial performance.

Development of financial performance

Net sales



Operating profit



Development of remuneration

EUR	2025	2024	2023	2022	2021
Chairman of the Board	40,000	40,000	42,000	42,000	39,000
Vice chairman of the Board	27,500	27,000	26,000	26,000	24,500
Other members of the Board on average	19,400	19,000	21,000	21,000	19,000
President and CEO Manu Skyttä, as of May 20, 2024					
salaries and fringe benefits	260,392	156,997			
Mikko Montonen, CEO until May 19, 2024					
salaries and fringe benefits	-	290,680	322,388	292,002	241,379
Average Aspocomp employee **	54,000	46,113	46,018	52,625	51,051

Both the Board's annual fees and the meeting fees per meeting attended have remained the same since 2018. The change in total remuneration is due to yearly variation in the number of meetings.

** The salary development of Aspocomp's average employee is calculated from personnel expenses by deducting other personnel side expenses from the total and dividing it by the average number of employees during the year.

REMUNERATION OF THE BOARD OF DIRECTORS IN 2025

The Annual General Meeting of Aspocomp Group Plc. held on April 29, 2025, decided that the following remuneration will be paid to the members of the Board of Directors:

- Chairman of the Board EUR 30,000 for the term of office
- Vice Chairman EUR 20,000 for the term of office
- the other members EUR 15,000 for their term of office.
- EUR 1,000 for the chairman for each meeting of the Board and its committees
- EUR 500 for other members for each meeting of the Board and its committees.

In addition, the members of the Board of Directors will be reimbursed for reasonable travel costs. The Annual General Meeting further decided that earning-related pension insurance contributions are paid voluntarily for the paid remuneration.

Both the Board's annual fees and the meeting fees per meeting attended have remained the same since 2018.

All Board remuneration has been paid in cash. The Board members have not received any other financial benefits, and they do not participate in the company's incentive schemes. The Board members are not employed by or in a service relationship with the company.

FEES PAID OR DUE TO THE BOARD OF DIRECTORS IN 2025

EUR, 1,000	Annual fees	Meeting fees,		Total
		Board	Audit Committee	
Ville Vuori, Chairman *	25,000	8,500		33,500
Päivi Marttila, Chairman **	10,000	3,000		13,000
Kaisa Kokkonen, Vice Chairman ***	13,336	3,500	2,500	19,336
Kaarina Muurinen, Vice Chairman **	6,664	1,500		8,164
Jenni Enroth, member ***	10,000	3,500	2,500	16,000
Jukka Huuskonen, member **	5,000	1,500		6,500
Anssi Korhonen, member **	15,000	5,000		20,000
Total, EUR				116,500

* Chairman as of April 29, 2025, member as of April 18, 2024

** until April 29, 2025

*** as of April 29, 2025

**** as of April 13, 2021

REMUNERATION OF THE CEO AND THE DEPUTY CEO IN 2025

The remuneration of Aspocomp's CEO and the terms of the employment contract are decided by the company's Board of Directors within the limits of the company's valid remuneration policy. The principles applied to the CEO also apply to the Deputy CEO. However, with respect to the level and structure of the remuneration, the Board of Directors is not bound by the remuneration of the CEO when deciding on the remuneration of the Deputy CEO. In accordance with the remuneration policy of Aspocomp's bodies, the CEO's remuneration is based on the company's remuneration principles, in which remuneration is based on the demands of the position, personal effectiveness and performance. The remuneration of the Deputy CEO follows the same principles.

The President and CEO's salary consists of a fixed monthly salary and customary fringe benefits. The President and CEO is covered by a share-based long-term incentive scheme and a short-term incentive scheme approved annually by the Board of Directors. The CEO's retirement age is determined in accordance with the Employment Pensions Act (TyEL). The CEO's notice period is six months on both sides and the severance pay paid in addition to the salary for the notice period is an amount equivalent to six months' salary.

The position of Deputy CEO is performed as a secondary job by the company's Commercial Director Mr. Antti Ojala. Since the position is secondary, the company does not pay a separate fee for it; instead, the remuneration is based on the Commercial Director's primary job in the company's organization. The Deputy CEO's salary includes a fixed monthly salary and customary fringe benefits. In addition, he is included in the share-based long-term and the short-term incentive scheme. The retirement age of the Deputy CEO is determined in accordance with the Employment Pensions Act (TyEL).

ALL FINANCIAL BENEFITS PAID OR DUE TO THE CEO AND THE DEPUTY CEO IN 2025

EUR, 1,000	Salaries and short-term employment benefits	Reward from the LTI-program	Total
President and CEO	260,392	46,315	306,707
Deputy CEO	161,943		161,943

SHORT-TERM INCENTIVE SCHEME (STI)

The President and CEO is included in a short-term incentive scheme (STI) for senior management, the metrics of which are net sales and operating income. The CEO's annual short-term incentive is a maximum of 50% of the annual salary.

The Deputy CEO participates in a short-term incentive scheme for the Management Team, the metrics of which are net sales, operating profit and sales from brokerage sales for 2024 and net sales, operating profit, sales from brokerage sales, yield and delivery accuracy for 2025. The Deputy CEO's annual short-term incentive is a maximum of 30% of the annual salary.

SHARE-BASED LONG-TERM INCENTIVE SCHEME (LTI)

The Board of Directors of Aspocomp Group Plc. decided on the establishment of a share-based long-term incentive scheme for the company's top management and selected key employees on July 20, 2022. The objectives of the Performance Share Plan (PSP) are to align the interests of Aspocomp's management with those of the company's shareholders and thereby promote shareholder value creation in the long term as well as to commit the management to achieving Aspocomp's strategic targets.

PSP 2022-2024

The performance period of the PSP 2022-2024 program began at the beginning of July 2022 and ended at the end of 2024. The performance criteria for the performance period, which were the cumulative operating result and the development of Aspocomp's total share return (absolute TSR), were not met. Manu Skyttä started as CEO on May 20, 2024, and the performance criteria were met for the TSR from the subsequent earning period. In addition, the CEO was granted a commitment bonus to which no performance criteria were applied. The bonuses paid under the PSP 2022-2024 program during the first quarter of 2025 correspond to a total of 15,600 Aspocomp Group Plc. shares, including the portion payable in cash. Half of the bonus was paid in shares and half in cash to cover income tax withholding.

PSP 2023-2025

The performance period of the PSP 2023-2025 program began at the beginning of 2023 and ended at the end of 2025. The performance criteria for the performance period are the cumulative operating result and the development of Aspocomp's absolute TSR. Any share-based rewards earned under the incentive plan will be paid during the first half of 2026.

PSP 2024-2026

The performance period of the PSP 2024-2026 program began at the beginning of 2024 and ends at the end of 2026. The performance criteria for the performance period are the cumulative operating result and the development of Aspocomp's absolute TSR. Any share-based rewards earned under the incentive plan will be paid during the first half of 2027.

PSP 2025-2027

The performance period of the PSP 2025-2027 program began at the beginning of 2025 and ends at the end of 2027. The performance criteria for the performance period are the cumulative operating result and the development of Aspocomp's absolute TSR. Any share-based rewards earned under the incentive plan will be paid during the first half of 2028.