

ENEDO GROUP REMUNERATION REPORT 2021

Enedo Group's remuneration report has been drawn up in accordance with the Finnish Corporate Governance Code 2020 issued by Securities Market Association (www.cgfinland.fi). The remuneration report disclosed the remuneration and other financial benefits paid to the members of the Board of Directors and CEO during the financial year January 1 – December 31, 2021.

During the financial year January 1 – December 31, 2021 Enedo has complied with the remuneration policy approved in Annual General Meeting May 17, 2021. The Board of Directors reviews and presents to the General Meeting the remuneration policy and any substantial changes to it whenever necessary, but at least every four (4) years.

Remuneration promotes Enedo's business strategy, long-term financial success and favourable development of shareholder value when it is fair, competitive, enhances commitment and supports Enedo's objectives.

Remuneration paid to the members of the Board of Directors Jan 1, 2021–Dec 31, 2021:

| Board members | Period | Total EUR 1,000 |
|-----------------|----------------------------|--------------------|
| Hulteberg Olle | May 17, 2021–Dec. 31, 2021 | 16 |
| Berghel Fredrik | May 17, 2021–Dec. 31, 2021 | 9 |
| Narvanmaa Taru | Jan. 1, 2021–Dec. 31, 2021 | 22 |
| Sivula Antti | Jan. 1, 2021–Dec. 31, 2021 | 18 |
| Tempakka Vesa | May 17, 2021–Dec. 31, 2021 | 9 |

BOARD OF DIRECTORS

The Annual General Meeting decides on the Board of Directors' monthly fees. The Annual General Meeting decided on April 5, 2017 to establish a permanent Shareholders' Nomination Board to prepare proposals concerning the election and remuneration of the members of the Board of Directors to the General Meetings.

At the end of the financial year, on December 31, 2021, the members of the Board of Directors were Olle Hulteberg, Fredrik Berghel, Taru Narvanmaa, Antti Sivula ja Vesa Tempakka.

The following monthly remuneration was paid to the members of the Board of Directors:

- the Chairman of the Board of Directors: EUR 3,750 per month until May 17th and after that Eur 1,250 per month
- the other members of the Board of Directors: EUR 2,000 per month until May 17th and after that EUR 700 per month

- the Chairman of the Audit Committee: EUR 750 per month until May 17th
- travel and other accommodation expenses are payable against receipt

CEO

The Board of Directors decides on the terms of service and performance-based pay system for the CEO according to the remuneration policy.

Mikael Fryklund has been working as CEO for Enedo since 8 June 2021. His remuneration consists of a fixed monthly salary and a performance bonus. CEO's fixed monthly salary consists of monthly salary and benefits. Mikael Fryklund's salary during the financial year 2021 was EUR 87,905 including benefits EUR 120. No performance bonus was paid in 2021.

The retirement age of the CEO is determined by Finnish legislation.

Remuneration paid to the CEO Jan 1, 2021–Dec 31, 2021:

| | Period | Total EUR 1,000 |
|-----------------|----------------------------|--------------------|
| Mikael Fryklund | June 8, 2021–Dec. 31, 2021 | 88 |
| Vesa Leino | Jan. 1, 2021–Dec. 31, 2021 | 240 |

FINANCIAL DEVELOPMENT AND DEVELOPMENT OF REMUNERATION

| EUR 1,000 | 2017 | 2018 ²⁾ | 2019 ³⁾ | 2020 | 2021 |
|--------------------------------------|--------|--------------------|--------------------|------------------|------------------|
| Net Sales | 69,872 | 52,401 | 43,312 | 38,491 | 36,442 |
| Operating profit/loss | -165 | -7,207 | -2,590 | -4,270 | -6,644 |
| Board of Directors, total | 109 | 120 | 126 | 142 | 110 |
| CEO | 240 | 263 | 236 | 234 | 328 |
| Personnel EUR/employee ¹⁾ | 25 | 25 | 22 | 20 ⁴⁾ | 21 ⁵⁾ |

¹⁾ The average salary development is calculated by dividing salaries without other compulsory personnel costs by the average number of personnel during the financial year.

²⁾ Discontinued operations are included year 2018 figures.

³⁾ Discontinued operations are not included in year 2019 figures.

⁴⁾ For the year 2020 reducing personnel costs by temporary layoffs affected personnel remuneration.

⁵⁾ The provision recorded regarding the turnaround program is deducted from the personnel costs of the year 2021.