

Remuneration Statement 2025

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I. Members of SATO's Board of Directors

I.I Decision-making procedure

The remuneration payable to the members, Deputy Chair and Chair of the Board of Directors of SATO Corporation (hereinafter "SATO") is decided by the SATO shareholders at the Annual General Meeting. The remuneration proposal, together with a proposal for the appointment of Board members and the Chair of the Board of Directors, is prepared by the Shareholders' Nomination Committee consisting of representatives of SATO's four largest shareholders registered in the book-entry system at 1 October, provided the said shareholders have accepted the assignment.

SATO's Annual General Meeting ("AGM") held on 20 March 2025 decided that the following annual remuneration be paid for the term of office starting at the close of the AGM and ending at the close of the AGM in 2026:

- Chair of the Board of Directors, EUR 38,000;
- Deputy Chair of the Board of Directors EUR 23,000; and
- other members of the Board of Directors, EUR 19,000 each.

In addition, the AGM resolved that a meeting fee of EUR 500 per meeting be paid to the Chair, Deputy Chair and members of the Board of Directors for meetings of the Board of Directors and its committees. This remuneration is in line with the remuneration paid to Board members for the previous term of office.

I.2 Fees paid to members of the Board of Directors in 2025

The following fees were paid to members of SATO's Board of Directors during the financial period of 1.1.–31.12.2025:

Erik Selin, Chair of the Board	43,000 €
Esa Lager, Deputy Chair of the Board	28,000 €
Ming Eng	24,000 €
Tarja Pääkkönen	24,500 €
Sharam Rahi	24,000 €
Juha Juntunen (from 20 March 2025)	18,250 €
Timo Stenius (until 20 March 2025)	5,750 €

Fees paid to Board members in 2025 totalled EUR 167,500. During the financial period, no shares or share-based rights were issued to Board members as fees.

2. President and CEO and other Group management

2.I Decision-making procedure

The terms of employment or service of the President and CEO and the Corporate Management Group of SATO, their remuneration and the criteria of their annual bonus schemes and long-term incentive schemes as well as the amount of bonuses payable on the basis of the schemes and the manner and time of payment of these bonuses are decided by SATO's Board of Directors on the basis of proposals by the HR and Remuneration Committee.

Individuals employed by SATO Group do not receive any separate compensation for serving as a member of the Board of Directors or as CEO in the subsidiaries of the Group.

2.2 Service contract of the President and CEO

A written service contract has been concluded between SATO and its President and CEO Antti Aarnio. According to this contract, the President and CEO receives a monthly salary divided into a monetary component and customary fringe benefits. The President and CEO is covered by the annual bonus and/or long-term incentive schemes in place at SATO at any given time, as decided by SATO's Board of Directors.

There is a six-month notice period when the service contract is terminated by the President and CEO. If the contract is terminated by SATO, Aarnio is entitled to six months' salary for the notice period as well as severance pay equal to six months' salary.

3. Remuneration schemes

The objective of incentive schemes is to align the objectives of shareholders and key individuals to increase the company's value, improve the Group's competitiveness and ensure long-term financial success.

SATO has in place the following remuneration scheme concerning 2025: The members of the Corporate Management Group and certain designated key individuals of the Group are covered by an annual bonus scheme. The bonus scheme for 2025 includes Group-level targets (60%) and individual targets (40%). Payment of the bonus requires the lower limit of all Group-level targets to be reached.

The Board of Directors approves the criteria for annual bonuses, the individuals covered by them, and the payment of the bonus. In the highest payment segments, annual bonuses are paid in two parts: the first part in the year following the earning period, the second part two years after the earning period to those individuals who are in the employ of SATO at the time of payment.

4. Salaries and fees paid to the President and CEO in 2025

President and CEO Antti Aarnio was paid a salary of EUR 409,325, of which monetary salary accounted for EUR 317,682 and fringe benefits for EUR 15,332. In addition, he was paid a bonus of EUR 76,311.



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