



KH Group Plc Remuneration Report 2025

Introduction

This remuneration report has been prepared in accordance with the remuneration reporting guidelines of the Finnish Corporate Governance Code.

The principles of the remuneration of KH Group's governing bodies, that is, the Board of Directors and the CEO, are defined in the Remuneration Policy that was approved by the Annual General Meeting of KH Group (formerly Sievi Capital) on 4 May 2023.

The purpose of KH Group's Remuneration Policy is to contribute to the company's business strategy and promote the company's long-term financial success. The key principles of the Remuneration Policy are that remuneration must be fair and competitive, enhance commitment and support the company's goals. Remuneration should also support the alignment of interests of the shareholders and the governing bodies.

The table below shows the development of the remuneration of the Board of Directors and the CEO compared to the development of the average remuneration of the Group's employees and the financial development of the company in the previous five financial periods.

Average salaries, wages and fees, EUR 1,000	2021	2022	2023	2024	2025
Member of the Board of Directors ⁽¹⁾	27	28	31	33	33
CEO ⁽²⁾	404	288	527	215	242
Personnel ⁽³⁾	170	197	184	236	238
Return on equity, %	21.6	-9.2	-10.5	-1.3	0.1

(1) Includes the Chair of the Board of Directors.

(2) Does not include the CEO's severance payment.

(3) The salaries, wages and fees for the financial period, including the portion of share-based remuneration paid during the financial year, minus fees paid to the Board of Directors and then divided by the average number of personnel. Includes the CEO. Fees apply to the parent company.

Fees paid to the Board of Directors in 2025

Name	Position	Board fees, EUR ⁽¹⁾
Juha Karttunen	Chair of the Board of Directors	42,600
Carl Haglund	Member of the Board of Directors from 6 May 2025 to 19 September 2025	11,270
Kati Kivimäki	Member of the Board of Directors until 6 May 2025	9,545
Christoffer Landtman	Member of the Board of Directors since 6 May 2025	18,170
Timo Mänty	Member of the Board of Directors until 6 May 2025	9,545
Taru Narvanmaa	Member of the Board of Directors	27,600
Jari Rautjärvi	Member of the Board of Directors since 6 May 2025	18,170
Jon Unnérus	Member of the Board of Directors	27,600

The figures in the table are shown on a payment basis

(1) Fees apply to the parent company

The members of KH Group's Board of Directors did not receive shares or share-based benefits as remuneration in the financial period 2025.

KH Group has taken out TyEL employment pension insurance for the members of the Board of Directors and paid the TyEL contributions for the fees of the members of the Board of Directors. The employee's share of the TyEL contributions has been deducted from the fees. The TyEL contributions per individual paid by KH Group in 2025 were as follows: Juha Karttunen EUR 6,901, Carl Haglund EUR 1,995, Kati Kivimäki EUR 1,689, Christoffer Landtman EUR 3,216, Taru Narvanmaa EUR 4,471, Jari Rautjärvi EUR 2,944, and Jon Unnérus EUR 4,471. The travel expenses of the members of the Board of Directors were compensated in accordance with the company's Travel Policy.

Salary and fees paid to the CEO in 2025

Name	Salaries, wages and fees (incl. fringe benefits), EUR	Share-based remuneration, EUR	Total, EUR
Carl Haglund (CEO since 19 September 2025)	67,679	-	67,679
Ville Nikulainen (CEO until 19 September 2025)	227,440	-	227,440

the figures in the table are shown on a payment basis. Fees apply to the parent company.

In 2025, Carl Haglund served as a member of the Board of Directors of KH Group's subsidiary KH-Koneet Group and as Chair of the Board of Directors of KH Group's subsidiary Nordic Rescue Group. He received cash remuneration of EUR 36,000 for serving as Chair of the Board of Directors of Nordic Rescue Group.