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# REMUNERATION REPORT 2025

## 1. INTRODUCTION

This remuneration report (hereinafter referred to as “the Report”) presents information about the remuneration of Atria's Board of Directors, Supervisory Board, CEO and Deputy CEO for the period from 1 January to 31 December 2025. This remuneration report has been prepared in accordance with the requirements of the Securities Markets Act, the Limited Liability Companies Act and the Corporate Governance Code 2025 (the “Corporate Governance Code”) published by the Securities Market Association.

Atria's long-term goal is to improve profitability, accelerate growth and increase the company's value. The aim of Atria's remuneration is to promote the company's long-term financial success, competitiveness and the positive development of the shareholder value, as well as to encourage, motivate and commit key employees and managers to achieving strategic goals. Remuneration is aligned with Atria's long-term value creation, business strategy, financial results and employee inputs. Remuneration must be understandable, consistent, transparent, internally fair and non-discriminatory. Remuneration follows legislation and good governance.

In 2025, the remuneration of the Board of Directors, the Supervisory Board, the CEO and the Deputy CEO followed Atria's remuneration policy, which was discussed and approved in an advisory manner at Atria's Annual General Meeting on 23 April 2024. The Board of Directors decided to update the remuneration policy to be proposed to the 2026 Annual General Meeting.

During 2025, the CEO's salary was raised to correspond to the market level. No significant changes were made to the remuneration of the CEO's deputy. The Annual General Meeting of 2025 decided to increase the monthly remuneration of the

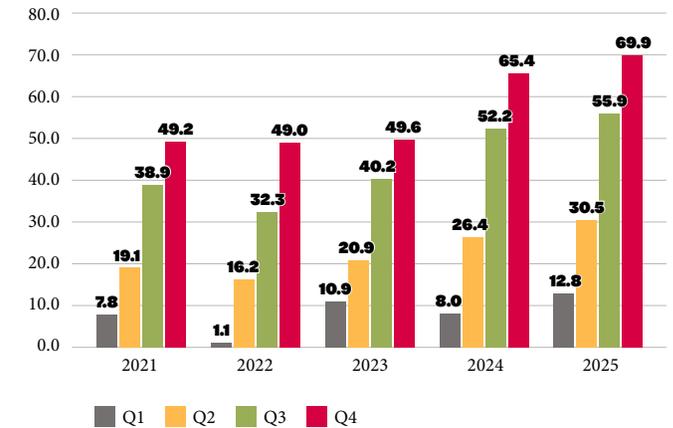
members of the Board of Directors and the Supervisory Board as described below. There were no deviations from the policy, and no remuneration was recovered during 2025.

The 2025 Annual General Meeting approved the 2024 remuneration report in an advisory manner.

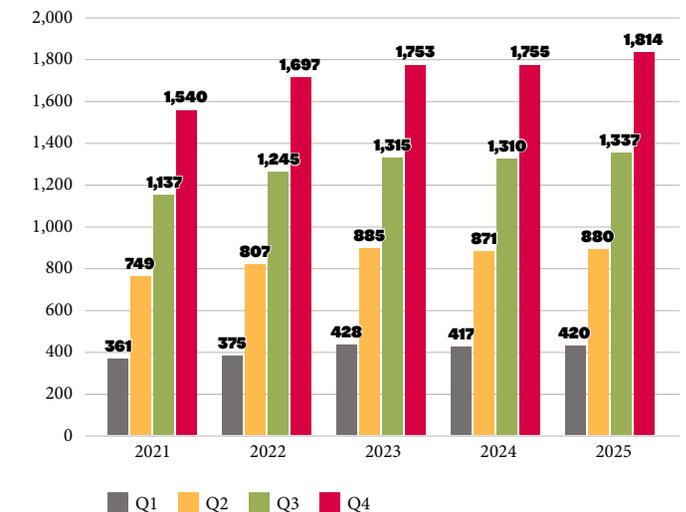
## 2. DEVELOPMENT OF ATRIA'S FINANCIAL PERFORMANCE AND REMUNERATION

In 2025, Atria Group's financial performance was strong. Net sales totalled EUR 1,813.7 million (EUR 1,755.4 million). Adjusted EBIT was EUR 69.9 million (EUR 65.4 million), up by EUR 4.5 million from the previous year. A favourable sales structure and improved operational efficiency had a positive impact on the result. The development of the remuneration of Atria's bodies and employees during the last five years is presented next page.

### ADJUSTED EBIT CUMULATIVE, EUR MILLION



### NET SALES CUMULATIVE, EUR MILLION



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<b>Paid fees/salaries, EUR</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Supervisory Board *</b>					
Annual fee paid to the Chair	18,000	18,000	18,000	18,000	19,600
Annual fee paid to the Deputy Chair	9,000	9,000	9,000	9,000	9,800
<b>Board of Directors</b>					
Annual fee paid to the Chair	57,600	57,600	59,200	60,000	61,600
Annual fee paid to the Deputy Chair	31,200	31,200	32,800	33,600	35,200
Annual fee paid to members	26,400	26,400	28,800	30,000	31,600
<b>CEO</b>					
Fixed remuneration	559,479	569,403	654,776	501,120	552,156
Variable remuneration	210,312	304,627	661,929	40,299	199,023
<b>Deputy CEO</b>					
Fixed remuneration	315,660	321,563	331,080	338,209	346,412
Variable remuneration	92,557	127,664	138,635	75,224	133,751
<b>Employees</b>					
Average salary **	54,959	55,444	55,790	55,944	59,130

\* No annual fee is paid to the members of the Supervisory Board.

\*\* Personnel costs of employees, excluding indirect costs, divided by the number of employees (FTE).

The figures for the divested subsidiaries that operated in Russia in 2022 and 2021 are not included in the reported figures.



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**4. REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS**

Atria's 2025 Annual General Meeting decided that the meeting compensation of the members of the Board of Directors and the compensation for loss of working time for the meeting and assignment days would be the same as in 2024, but the decision was made to increase the monthly fees in accordance with the proposal prepared by the company's Nomination Committee. The decided fees and compensations were as follows:

- Meeting compensation: EUR 350 per meeting
- Compensation for loss of working time: EUR 300 for meeting and assignment days
- Fee of the Chair of the Board of Directors: EUR 5,200 per month
- Fee of the Deputy Chair of the Board of Directors: EUR 3,000 per month
- Fee of the members of the Board of Directors: EUR 2,700 per month
- Travel allowance according to the company's travel policy.

Meeting fees and compensation for loss of working time are paid for the members of the Board of Directors not only for Board meetings but also for meetings of the Remuneration and Nomination Committee and those meetings of the Supervisory Board which Board members attend. Remuneration is paid in monetary compensation. The members of the Board of Directors have no share incentive plans or share-based bonus schemes, nor are they entitled to any benefits other than the remunerations decided on annually by the Annual General Meeting.

In 2025, monthly and meeting fees paid to the members of the Board of Directors (including fees paid by companies belonging to Atria Group) were as follows:

Members of the Board of Directors	Atria Plc		A-Rehu Oy		Nautasuomi Oy		Total
	Annual fees	Meeting fees	Annual fees	Meeting fees	Annual fees	Meeting fees	
Paavola Seppo, Chair	61,600	18,650					80,250
Korhonen Pasi, Deputy Chair	35,200	16,900					52,100
Ginman-Tjeder Nella, until 23 April 2025	10,000	2,800					12,800
Joukio Mika	31,600	6,300					37,900
Kaikkonen Jukka	31,600	13,600					45,200
Kiviniemi Juha, from 24 April 2025	21,600	6,200					27,800
Kopola Nina, from 24 April 2025	21,600	4,200					25,800
Laitinen Leena	31,600	9,100					40,700
Paxal Kjell-Göran	31,600	12,400		4,550			48,550
Ritola Ahti, until 23 April 2025	10,000	5,800	5,200	1,050	5,200	1,950	29,200
Viertola-Truini Jaana, 24 April – 9 July 2025	5,400	1,050					6,450

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## 5. REMUNERATION OF THE CEO AND DEPUTY CEO

### Introduction

The remuneration of Atria Plc's management aims to promote the company's long-term financial success and competitiveness and the favourable development of shareholder value.

In 2025, the remuneration of the CEO and Deputy CEO consisted of the base salary (including fringe benefits), short-term incentives (STI), long-term incentives (LTI), pension and other benefits. According to the remuneration policy, the CEO's variable remuneration corresponds to a maximum of 50 percent of the CEO's maximum salary, and for the Deputy CEO, 40 percent of the Deputy CEO's maximum salary.

Managerial group pension benefits confirmed by Atria's Board of Directors have been arranged for the members of Atria Group's Management Team who are covered by Finnish and Swedish social security. The pension arrangement is payment-based, and the amount of pension is based on the monetary salary and fringe benefits of the CEO and Deputy CEO defined by the Board of Directors without short- or long-term incentives. The retirement age based on the group pension arrangement is mainly at least 63 years for the CEO and Deputy CEO. According to the pension arrangement agreement, if pension legislation changes, the retirement age will be amended.

The CEO's notice period is six months for both parties. If the company terminates the CEO contract, the CEO is entitled to the salary for the period of notice and severance pay, which combined correspond to 18 months' salary. There are no other terms and conditions applicable to the termination of the CEO contract.

The Deputy CEO's period of notice is six months for both parties. If the company terminates the Deputy CEO contract, the Deputy CEO is entitled to the salary for the period of notice and severance pay, which combined correspond to 14 months' salary. There are no other terms and conditions applicable to the termination of the contract.

### Short-term incentive plan

In 2025, Atria's CEO and Deputy CEO were covered by Atria's short-term incentive plan.

The maximum amount of the CEO's bonus was 50 percent of the annual salary, and the maximum amount of the Deputy CEO's bonus was 40 percent of the annual salary. In 2025, the bonus paid to the CEO under the short-term incentive plan was based on the Group's EBIT, net sales and LTIFR targets, and the bonus paid to the Deputy CEO was based on the Group's EBIT, net sales and LTIFR targets, as well as individual performance criteria. The bonuses earned under the plan in 2025 will be paid in 2026.

In 2025, the CEO was paid a total of EUR 111,781 in bonuses earned in 2024 under the short-term incentive plan. The total of the bonuses paid to the Deputy CEO was EUR 86,846.

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2025	Criterion	Weighted value	Realised value	Realised value	Maximum remuneration	Earned remuneration	Payment year
CEO	EBIT	60%	100%	81.90%	50%	EUR 223,606	2026
	Net sales	30%	64%				
	LTIFR	10%	27%				
Deputy CEO	EBIT	60%	100%	85.50%	40%	EUR 114,216	2026
	Net sales	20%	64%				
	LTIFR	10%	27%				
	Personal criterion	10%	100%				

**Long-term incentive plan**

In 2025, the CEO and Deputy CEO participated in Atria's long-term 2025–2027 incentive plan, which has a three-year earning period. The plan was reformed at the end of 2024 and the share-based incentive scheme has one earning period covering the financial years 2025–2027. In addition, in 2025, the CEO and the Deputy CEO participated in the transitional share-based incentive scheme 2025, which has one earning period for 2025. The share-based incentive scheme aims to encourage Atria's management to acquire Atria shares, and to increase the company's value through management decisions and actions over the long term.

The earning criteria for the 2025–2027 incentive scheme are linked to earnings per share EPS (70%), organic growth (20%) and carbon dioxide emissions (10%). The bonuses will be paid in one instalment during the year following the earning period, partly in Atria shares and partly in monetary compensation.

The bonus earned through the transitional share scheme 2025 is linked to the company's earnings per share EPS (70%) and organic growth (30%). The bonuses will be paid in full in one instalment during the year following the earning period, that is, 2026, partly in Atria shares and partly in monetary compensation.

The cash component of the bonuses payable under both incentive schemes is intended to cover the taxes and statutory social insurance contributions arising from the bonuses for the CEO and the Deputy CEO. If the employment relationship of the CEO or Deputy CEO ends before the payment of the bonus, the bonus may not be paid. There are no restrictions relating to the ownership of awarded shares.

In 2025, the CEO was paid the bonus accrued during the 2024 earning period under the 2024–2026 long-term incentive scheme, as well as the bonus accrued during the 2023 earning period under the long-term 2021–2023 incentive scheme, which corresponded to a total of 7,319 Atria series A shares. The bonus was paid in 2,928 Atria series A shares and as a cash component of EUR 52,340.72. In 2025, the Deputy CEO was paid the bonuses accrued during the earning period 2025 under the long-term incentive scheme for 2024–2026, as well as the bonuses accrued in 2022 and 2023 under the long-term incentive scheme for 2021–2023, which corresponded to the value of a total of 3,935 Atria series A shares. The bonuses were paid in 1,574 Atria series A shares and as a cash component of EUR 28,143.12.

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LTI	Earning period	Earning criterion	Weighted value	Realised value	Maximum number of shares for the CEO	Number of shares earned	Maximum number of shares for the Deputy CEO	Number of shares earned	Payment schedule
2025–2027	2025–2027	Earnings per share (EPS)	70%		25,000		6,000		2028
		Organic growth	20%						
		Carbon dioxide emissions	10%						
Bridge Plan 2025	2025	Earnings per share (EPS)	70%	100%	8,333	8,333	2,000	2,000	2026
		Organic growth	30%						
2024–2026	2024	Earnings per share (EPS)	70%	70%	25,000	17,500	6,000	4,200	2025, 2026, 2027
		Organic growth	30%						
2021–2023	2023	Earnings per share (EPS)	70%	26.73%	16,667	4,455	6,000	1,605	2024, 2025, 2026
		Organic growth	30%						
2021–2023	2022	Earnings per share (EPS)	70%	100%	25,000	25,000	6,000	6,000	2023, 2024, 2025
		Organic growth	30%						

**Remuneration of the CEO and the Deputy CEO in 2025:**

Remuneration 2025, EUR	Paid 2025						Earned 2025			
	Base salary	Percentage of remuneration	Short-term incentive	Percentage of remuneration	Long-term incentive*	Percentage of remuneration	Paid total 2025	Pension benefits	Short-term incentive	Long-term incentive**
Gyllström Kai	552,156	74%	111,781	15%	87,242	12%	751,179	135,000	223,606	125,412
Back Tomas	346,412	72%	86,846	18%	46,905	10%	480,163	89,346	114,216	30,100

\* Calculated using share value of EUR 11.92 / 20 March 2025. Includes the portion payable in monetary compensation.

\*\* Calculated using share value of EUR 15.05. Includes the portion payable in monetary compensation.



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