



KH Group Plc Remuneration Report 2023

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	2019	2020	2021	2022	2023
Member of the Board of Directors ⁽¹⁾	25	28	27	28	31
CEO ⁽²⁾	219	220	404	288	527 ⁽²⁾
Personnel ⁽³⁾	120	119	170	197	163
Return on equity, %	17.7	12.7	21.6	-9.2	-10.5

(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 paid to the Board of Directors in 2023

Name	Position	Board fees, EUR ⁽¹⁾
Juha Karttunen	Chair of the Board of Directors	42,600
Kati Kivimäki	Member of the Board of Directors	27,600
Timo Mänty	Member of the Board of Directors	27,600
Taru Narvanmaa	Member of the Board of Directors	27,600
Harri Sivula	Member of the Board of Directors	27,600

The figures in the table are shown on a payment basis

(1) The fees paid by 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 2023.

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

2023 were as follows: Juha Karttunen EUR 3,685, Kati Kivimäki EUR 1,973, Taru Narvanmaa EUR 2,387 and Harri Sivula EUR 2,387.

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 2023

Name	Fixed remuneration (incl. fringe benefits), EUR	Share-based remuneration, EUR	Total, EUR
Lauri Veijalainen ⁽¹⁾ (CEO from 1 August 2023)	136,000	-	136,000
Ville Nikulainen (CEO 22 March–31 July 2023)	43,478	-	43,478
Jussi Majamaa (CEO until 21 March 2023)	189,733	-	189,733

*The figures in the table are shown on a payment basis
(1) Includes the CEO's salary paid by Indoor Group*

In 2023, Ville Nikulainen served on the boards of directors of KH Group's subsidiaries Indoor Group, KH-Koneet Group, Nordic Rescue Group, HTJ and Logistikas. For this, he received total cash remuneration amounting to EUR 3,500.

In 2023, Jussi Majamaa served on the boards of directors of KH Group's subsidiaries Indoor Group, KH-Koneet Group, Nordic Rescue Group, HTJ and Logistikas. For this, he received total cash remuneration amounting to EUR 4,800.