

Tecnotree

REMUNERATION REPORT

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1. INTRODUCTION

Tecnotree Corporation (“Tecnotree” or “the Company”) remuneration report for 2025 (the “Report”) has been prepared on the basis of the Finnish Corporate Governance Code 2025 (the “Corporate Governance Code”). In this Report, Tecnotree presents to the members of the Company’s Board of Directors and the Chief Executive Officer (“CEO”) the salaries, fees and other financial benefits paid and earned during the financial year 2025. In addition, the Report describes the remuneration decision-making process and key principles of remuneration at Tecnotree

Remuneration principles 2025

Tecnotree aims to provide a level of remuneration that motivates, encourages, attracts and retains employees of the highest caliber. To maximize the effectiveness of remuneration within Tecnotree, careful consideration is taken to ensure that the remuneration elements drive the business strategy of the Company and its long-term financial interests. The Remuneration Committee is fully aware of its responsibility in ensuring that remuneration supports and drives the Company’s strategic priorities and growth plan.

Tecnotree’s 2025 Remuneration Report follows the remuneration policy of the Company published on 1st March 2024 (“Remuneration Policy”), which was discussed and approved by an advisory decision of the shareholders at the Annual General Meeting held on 15 April 2024.

In accordance with the Remuneration Policy, Tecnotree emphasizes a structure that ensures both competitiveness and alignment with company objectives. The system is designed to attract and

retain key talent while providing clear performance-related incentives, particularly for the CEO role. The core principles are summarized as follows:

- Tecnotree’s remuneration policy is designed to remain competitive in attracting and retaining key resources, while driving overall business objectives and positive owner value. Below is a summary of the key components:
 - Ensures the company can attract and commit top talent through market-aligned pay structures.
 - Compensation comprises a fixed salary and a performance-related bonus system tied to annual targets, measured against clear and predetermined criteria.
 - The variable compensation system is
- All performance-related elements use

Fair, competitive and encouraging remuneration of Tecnotree’s management and personnel is the subject of continuous development and evaluation in the Company. The Board of Directors and the Remuneration Committee regularly monitor and assess the compliance, performance and outcome of the remuneration model in place and, if needed, suggest amendments to the same. In connection with these evaluations, the Remuneration Committee may make recommendations to engage external experts to assess, among other things, the level of requirements for different work tasks and their impact on remuneration.

Tecnotree has a stock option program for the key personnel of the Group. The stock options are marked with four different symbols, all of which have a release criterion based on a different market value.

Deviation from the Remuneration Policy

During the financial year 2025, the Remuneration Policy was followed for the remuneration of the Board of Directors and the CEO, and there were no deviations from the same.

EUR 1,000	2021	2022	2023	2024	2025
Board fees	274	574	584	405	308
CEO remuneration	3,040	3,033	3,217	1,781	2,103
Average employee Salaries and Wages	31	29	28	23	27
Revenue (MEUR)	64.2	71.6	78.4	71.6	72.4
Operating Profit (MEUR)	23.7	18.3	23.8	23.8	25.6

Remuneration and business development 2021–2025

Above is a description of how the remuneration paid to the members of Tecnotree's Board of Directors and the CEO has developed proportionally during the previous five (5) financial years, as compared to the development of the average remuneration of Tecnotree Group employees and the financial development of Tecnotree during the same period.

2. BOARD REMUNERATION FOR THE FINANCIAL YEAR 2025

The General Meeting of Tecnotree decides the remuneration payable to the Board of Directors. The Annual General Meeting resolved that the annual fee of the Chairman of the Board of Directors will be EUR 75,000, the annual fee of the Vice Chairman of the Board EUR 50,000 and the annual fee of the other members of the Board of Directors EUR 30,000. It was resolved that the members of the Board of Directors are also entitled to meeting fees as follows:

- Board meetings: EUR 2,500 per meeting for the Chairman, EUR 1,500 per meeting for the Vice Chairman, and EUR 1,000 per meeting for other Directors.
- Committee meetings: EUR 2,500 per meeting for the Chairman and EUR 1,000 per meeting for other Committee members.

All remuneration will be paid cash.

No options or other share-based payments have been granted to Board members for their work on the Board. Travel expenses incurred for Board meetings are reimbursed in accordance with the company's travel policy.

Remuneration paid to the members of the Board of Directors during the financial year 1.1.2025.– 31.12.2025:

Board member	Remuneration, EUR
Neil Macleod	110,230
Jyoti Desai	69,980
Conrad Neil Phoenix	40,554
Anders Fornander	40,554
Johan Hammarén	47,054
TOTAL	308,372

3. REMUNERATION OF THE CEO FOR THE FINANCIAL YEAR 2025

The Board of Directors of Tecnotree adopt and evaluate the principles and elements of the remuneration for the CEO on an annual basis. The remuneration of the CEO follows the Company's Remuneration Policy in force. All changes in the CEO's salary and remuneration are subject to the approval of the Board of Directors.

The CEO of the Company is Padma Ravichander. The remuneration of the CEO consists of fixed remuneration, variable remuneration consisting of long-term and short-term incentive, pension, transportation allowance, housing benefit, employee wellness benefits, employee insurance benefits, fringe benefits, bonuses and other financial benefits.

The objective is to have a good balance of rewarding elements, and to guarantee a market competitive level of fixed remuneration supported with short- and long-term incentive schemes aimed at driving Company performance and providing an appropriate reward.

The CEO is eligible for benefits laid down in the Remuneration Policy or as may be amended and approved by the Board and shareholders from time to time.

The total earned (paid) remuneration for the CEO in the period 1 January 2025 to 31 December 2025 is presented in below table.

CEO remuneration	2024	2025
Fixed annual base salary	960	960
Other benefits and reimbursement of expenses *	190	312
Performance bonus **	631	831
TOTAL, EUR 1,000 euros	1,781	2,103

* Reimbursement includes expenses incurred for travel and other business expenses

** Includes value of vested shares granted in earlier years