

ATRIA

GOVERNANCE 2025

ATRIA'S YEAR 2025

BOARD OF DIRECTORS' REPORT, SUSTAINABILITY STATEMENT AND FINANCIAL STATEMENTS 2025

GOVERNANCE 2025

CONTENTS

1. Corporate Governance Statement	3
1.1 Articles of Association	3
1.2 Shareholder agreement	3
2. Annual General Meeting	4
3. Shareholders' Nomination Board	4
4. Supervisory Board	5
5. Board of Directors	7
5.1 Duties of the Board of Directors.....	7
5.2 Meeting practices and information flow	8
5.3 Composition of the Board of Directors.....	9
5.4 Principles concerning the diversity of the Board of Directors and the Supervisory Board.....	13
5.4.1 Diversity of the Board of Directors	13
5.4.2 Diversity of the Supervisory Board	13
5.4.3 Implementation of the diversity principles	13
6. Board Committees	13
7. CEO	14
8. Management Team	14
8.1 Management Team on 31 December 2025.....	15
9. Remuneration	20
10. Internal control, risk management and internal audit	20
10.1 Internal control	20
10.2 Risk management	20
10.3 Internal audit.....	21
11. Auditing and Sustainability Reporting Assurance	21
11.1 Auditor's and Sustainability Assurance Provider's remuneration for the 2025 financial year	22
12. Insider policy	22
13. Related-party transactions	22
14. Communications	22
14.1 Silent period	22
14.2 Investor information	22

REMUNERATION REPORT 2025

1. Introduction	23
2. Development of Atria's financial performance and remuneration	23
3. Remuneration of the Supervisory Board members	25
4. Remuneration of the Board of Directors	26
5. Remuneration of the CEO and Deputy CEO	27

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**Atria's Annual Report 2025
consists of three parts:**



Atria's year 2025



Board of Directors' Report, Sustainability Statement and Financial Statements 2025



Governance 2025

All parts are found on Atria's website:

ATRIA.COM →

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

1. CORPORATE GOVERNANCE STATEMENT

Atria Plc ("Atria" or "the company") is a Finnish public company, and the responsibilities and obligations of its governing bodies are determined by Finnish law. The parent company, Atria Plc, and its subsidiaries constitute the international Atria Group. The company is domiciled in Kuopio.

Responsibility for the administration and operations of Atria Group lies with the governing bodies of the parent, Atria Plc. These are the Annual General Meeting, the Supervisory Board, the Board of Directors and the CEO.

Decision-making and governance at Atria comply with the Finnish Limited Liability Companies Act, the Securities Markets Act, The Market Abuse Regulation, the Auditing Act and the Accounting Act and other regulations pertaining to listed companies, as well as with Atria Plc's Articles of Association and the rules of procedure of Atria's Board and Board committees and Atria's Code of Conduct and internal policies. Atria is also bound by EU-level regulations and Nasdaq Helsinki Ltd's rules, as well as by orders and guidelines issued by the European Securities and Market Authority and Financial Supervisory Authority. Atria follows the Securities Market Association's (SMA) Corporate Governance Code, which came into effect on 1 January 2025. The Corporate Governance Code is available on the SMA website at www.cgfinland.fi.

In accordance with the 'comply or explain' principle, Atria departs from the recommendations of the Corporate Governance Code as follows (the exceptions are explained under the relevant items):

- As an exception to recommendation 10 of the Corporate Governance Code, three of the eight members on the Board of Directors are independent of the company. The Board of Directors has assessed that five members of the Board of

Directors are dependent on the Atria Group, either because they are full-time farmers who have, or are part of the executive management of another company that has, for the entrepreneur/company concerned, a significant business relationship with a company belonging to the Atria Group. Because the Board of Directors of Atria Plc does not, as a rule, deal with matters related to these cooperation relationships, this dependence has not been considered to affect their activities as a member of Atria Board of Directors. The decision on the exemption has been taken at the Annual General Meeting of Atria, where the members of the Board of Directors are elected. The company considers that understanding its business requires the majority of the Board members to have a deep understanding of and commitment to the meat business and that dependence on an Atria Group company does not compromise the direction and control of the CEO or create a conflict of interest.

- As an exception to recommendation 17 and 18 of the Corporate Governance Code, one of the three members on the Nomination and Remuneration Committee is independent of the company. So far, the Board has considered it important that the Chairman and Vice Chairman of the Board participate in the work of the Nomination and Remuneration Committee. Since the dependence of the Chairman and Vice Chairman of the Board of Directors on the company is based on the fact that they have a significant working relationship with a company belonging to the Atria Group and the Nomination and Remuneration Committee does not deal with matters related to these cooperation relationships in accordance with its rules of procedure, this dependence has not been considered to affect their activities in the Nomination and Compensation Committee.

The Corporate Governance Statement is presented as a report separate from the Board of Director's Report. The Corporate Governance Statement is available on the company's website at www.atria.com (Investors → Corporate Governance).

1.1 Articles of Association

The Articles of Association and the redemption clause are available on the company's website at www.atria.com (Investors → Corporate Governance).

1.2 Shareholder Agreement

Lihakunta and Itikka Co-operative, two of Atria's shareholders, have agreed to ensure that they are both represented on the Supervisory Board in proportion to their holdings of Series KII shares in the company, and that all members of the Supervisory Board are appointed by them, unless it has been separately agreed on a case-by-case basis that some Supervisory Board members are selected from among candidates designated by other shareholders. It has also been agreed that when the Chair of the Supervisory Board and the Vice Chair of the Board of Directors are appointed by one of these two parties, the Chair of the Board of Directors and the Vice Chair of the Supervisory Board are appointed by the other party.

Regarding the distribution of Board positions, it has been agreed that each of the parties may nominate three ordinary members and their deputy members to the Board of Directors. The agreement also includes stipulations on the mutual proportion of shareholding and on the procedures followed when either party acquires more series KII shares directly or indirectly. According to the agreement, the acquisition of series A shares is not considered in the evaluation of the mutual proportion of shareholding.

Furthermore, Lihakunta, Itikka Co-operative and Pohjanmaan Liha Co-operative, which hold shares in Atria, have agreed to ensure that Pohjanmaan Liha Co-operative has one representative on the Supervisory Board. The agreement also includes stipulations on Pohjanmaan Liha Co-operative's shareholding. The company is not aware of any other shareholder agreements.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

Despite the above, the Annual General Meeting, as stated in section 3 below, decides on the number of members of the company's Supervisory Board and of the Board of Directors and their election.

2. ANNUAL GENERAL MEETING

The Annual General Meeting is Atria Plc's highest decision-making body. At the General Meeting, shareholders decide, among other things, on the approval of the financial statements and the use of the profit shown on the balance sheet; the discharge of the members of the Board of Directors and of the Supervisory Board, as well as the CEO, from liability; the number of members of the Supervisory Board and of the Board of Directors, and their election and remuneration; acceptance of Remuneration Report (and Remuneration Policy, if needed) and the election and remuneration of the auditor and authorised sustainability auditor.

The Annual General Meeting is held annually by the end of June on a date designated by the Board of Directors, and the agenda includes matters that are to be processed by the Annual General Meeting in accordance with the Limited Liability Companies Act and the Articles of Association and any other proposals mentioned in the notice of the meeting. Extraordinary General Meetings may be convened as needed.

Under the Limited Liability Companies Act, a shareholder has the right to have a matter falling within the competence of the Annual General Meeting dealt with by the Annual General Meeting if the shareholder so demands in writing from the Board of Directors well in advance of the meeting, so that the matter can be mentioned in the notice. Where applicable, the shareholder must submit a request to have the matter dealt with by the Annual General Meeting by the date set by the company, which is published on the company's website at www.atria.com. The request, together with the accompanying justification or

proposed resolution, must be sent in writing to Atria Plc, Group Legal Affairs, P.O. Box 900, FI-60060 ATRIA.

The Annual General Meeting is convened by the Board of Directors. In accordance with the company's Articles of Association, the Annual General Meeting is held in the company's domicile, Kuopio, or in Helsinki. The notice to convene the Annual General Meeting is communicated by publishing the notice on the company's website and by a company announcement at the earliest three (3) months and at the latest three (3) weeks before the Annual General Meeting, but nevertheless no later than nine (9) days prior to the record date for the Annual General Meeting. In addition, the Board of Directors may decide to publish the notice, or a notification concerning the delivery of the notice, in one or more Finnish national newspapers determined by the Board of Directors, or in any other manner it may decide.

The company's Annual General Meeting for 2025 was held in Helsinki on 24 April 2025 at Musiikkitalo. The meeting was attended, either in person or by a representative, by a total of 148 holders of A shares, representing a total of 9,339,875 shares and votes, and three (3) holders of KII shares, representing a total of 9,203,981 shares and 92,039,810 votes. The minutes of the meeting, as well as other documents related to the meeting, are available on Atria's website at www.atria.com (Investors → General Meetings).

3. SHAREHOLDERS' NOMINATION BOARD

Atria Plc's Annual General Meeting on 3 May 2012 established a Nomination Board and confirmed its written rules of procedure. The rules of procedure were amended by the Annual General Meeting on 6 May 2014 and 27 April 2017. In accordance with its charter, the Nomination Board is charged with preparing proposals concerning the remuneration of the Board of Direc-

tors and Supervisory Board and the election of the members of the Board of Directors for the next Annual General Meeting. The Nominations Committee has been set up for an indefinite period. The term of office of the members of the Nomination Board shall expire at the end of the Annual General Meeting following the appointment.

Shareholders or their representatives who own Series KII shares are selected for the Nomination Board, as well as the largest holder of Series A shares who does not own Series KII shares, or a representative of such a shareholder. The right to nominate a representative to the Nomination Board is determined on the basis of the shareholder register maintained by Euroclear Finland Ltd in accordance with the situation on the first banking day of the September preceding the Annual General Meeting. The Chair of the Board of Directors will serve as an expert member on the Nomination Board.

If a shareholder does not wish to exercise their right to nominate a member, the right will be transferred to the next largest series A shareholder in accordance with the shareholder register, who would not otherwise have the right to nominate a member. Some shareholders are obligated to notify the company of certain changes in shareholding when necessary under the Finnish Securities Markets Act (notification obligation). Such shareholders may present a written request to the company's Board of Directors by the end of August for the holdings of corporations or foundations controlled by the shareholder, or the shareholder's holdings in several funds or registers, to be combined when calculating voting rights.

The Nomination Board is convened by the Chair of the Board of Directors, and the Nomination Board elects a Chair from among its members. The Nomination Board will present its proposal to the Board of Directors by the first day of the February preceding the Annual General Meeting.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

As at 31 December 2025, the Nomination Board comprised the following persons (the body appointing the person to the Nomination Board is indicated in brackets):

Name (Nominated by)	Year of birth	Education	Main occupation	Attendance at meetings	Shareholding on 31 Dec 2025
Chair Juho Anttikoski (Itikka Co-operative)	1970		Farmer	4/4	4000
Pasi Korhonen (Lihakunta)	1975		Farmer	2/2	0
Ola Sandberg (Pohjanmaan Liha Co-operative)	1981	Agrologist	Farmer	2/2	90
Hanna Kaskela (Varma Mutual Pension Insurance Company)	1979	M.Sc. (Econ)	Director, Sustainability & Communications	2/2	0

During the financial year until 24 April 2025, the Nomination Board also included Jyrki Halonen, representing Lihakunta, and Kjell-Göran Paxal, representing Pohjanmaan Liha Co-operative and Timo Sallinen representing Varma Mutual Pension Insurance Company.

The Nomination Board met five times during 2025 and the attendance rate of the Nomination Board members was 100%.

4. SUPERVISORY BOARD

In accordance with Atria Plc's Articles of Association, the company has a Supervisory Board elected by the Annual General Meeting. The Supervisory Board consists of a minimum of 18 and a maximum of 21 members, who are elected for a term of three years at a time. The Supervisory Board elects a Chair and a Vice Chair from amongst its members for a term of one year at a time. The Supervisory Board meets four times a year on average.

The duties of the Supervisory Board are specified in the Limited Liability Companies Act and Atria's Articles of Association. The key duties of the Supervisory Board are as follows:

- Supervising the company's administration by the Board of Directors and the CEO.
- Providing instructions to the Board of Directors on matters that are of far-reaching consequence or important in principle.
- Submitting its statement on the financial statements and the auditors' report to the Annual General Meeting.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

ON 31 DECEMBER 2025, ATRIA PLC'S SUPERVISORY BOARD CONSISTED OF THE FOLLOWING 20 MEMBERS:

Name	Year of birth	Member since	Education	Main occupation	Attendance at meetings	Shareholding on 31 Dec 2025	Independence of the company and its significant shareholders
Juho Anttikoski	1970	2009		Farmer	4/4	4,000	Dependent of the company
Mika Asunmaa	1970	2005		Farmer	4/4	11,000	Dependent of the company and significant shareholder (Itikka Co-operative)
Jyrki Halonen	1961	2019	Agricultural technician	Farmer	4/4	250	Dependent of the company
Mika Herrala	1974	2021	M.Sc. (Biophysics)	Farmer	4/4	100	Dependent of the company and significant shareholder (Itikka Co-operative)
Vesa Isoaho	1966	2025	Basic agricultural education	Agricultural entrepreneur	3/3	320, controlling company 490	Dependent on the company, independent of significant shareholders
Jaakko Isomäki	1979	2023	Agrologist	Farmer	4/4	372	Dependent of the company and significant shareholder (Itikka Co-operative)
Lotta Iso-Tuisku	1982	2024	M.Sc. (Philosophy)	Agricultural entrepreneur	3/4	4	Dependent of the company
Jussi Joki-Erkkilä	1977	2016		Agricultural entrepreneur	2/4	0	Dependent of the company and significant shareholder (Lihakunta)
Jari Kajan	1971	2025	Agrologist	Agricultural entrepreneur	3/3	0	Dependent on the company, independent of significant shareholders
Ari Lajunen	1975	2013	M.Sc. (Agr)	Farmer	3/4	0	Dependent of the company and significant shareholder (Lihakunta)
Vesa Lapatto	1968	2020	Agrologist	Dairy farmer	4/4	0	Dependent of the company
Juha Nikkola	1976	2018	M.Sc. (Agr)	Farmer	4/4	100	Dependent of the company and significant shareholder (Itikka Co-operative)
Mika Niku	1970	2009		Farmer	4/4	300	Dependent of the company and significant shareholder (Lihakunta)
Ilkka Nykänen	1967	2025	Agrologist, EMBA	Managing Director of Itikka Co-operative and Lihakunta	4/4	10	Dependent on the company and of significant shareholders (Itikka Co-operative and Lihakunta)
Ari Pöyhönen	1970	2020	M.Sc. (Agr)	Farmer	4/4	1,000	Dependent of the company
Suvi Rantala	1977	2022	BBA (Business Administration)	Farmer	4/4	controlling company 518	Dependent of the company
Risto Sairanen	1960	2013		Farmer	4/4	0	Dependent of the company
Ola Sandberg	1981	2018	Agrologist	Farmer	4/4	90	Dependent of the company
Juha Savela	1977	2023	Secondary school graduate	Agricultural entrepreneur	4/4	2,700	Dependent of the company and significant shareholder (Itikka Co-operative))
Piia Uusitalo	1976	2024	M.Sc. (Tech.), Information Technology	Agricultural entrepreneur	4/4	0	Dependent of the company

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

During the financial year until 23 April 2025, the Supervisory Board also included Veli Hyttinen and Juha Kiviniemi. Vesa Isoaho, Ilkka Nykänen and Jari Kajan have been members of the Supervisory Board since 24 April 2025.

The Board of Directors has deemed all members of the Supervisory Board to be dependent of Atria, as they are either full-time farmers who have – or are members of the operative management of a company that has – a customer, supplier or cooperation relationship with Atria Group that is significant for the entrepreneur/company in question.

All members of the Atria Supervisory Board are also members of Board of Directors or Supervisory Board of Atria's significant shareholders Itikka Co-operative's, significant shareholder Lihakunta's or Co-operative Pohjanmaan Liha or is a managing director of these co-operatives. The Board of Directors has deemed that the members of Atria's Supervisory Board who are also members of the Board of Directors or a managing director of a significant shareholder (Itikka Co-operative or Lihakunta) are dependent of a significant shareholder. Membership of the Supervisory Board of a significant shareholder alone has not been deemed to constitute dependence.

Atria has a Supervisory Board because Atria's shareholders representing more than 50% of the votes granted by the company's shares have expressed their satisfaction with the current Supervisory Board model as stipulated in Articles of Association, because it brings a far-reaching perspective on the company's operations and decision-making. The company believes that understanding its business requires a deep familiarity with and commitment to meat operations from its Supervisory Board members. In 2025, Atria Plc's Supervisory Board met four times, and the average attendance of the members was 96.25%.

5. BOARD OF DIRECTORS

In accordance with the Articles of Association, Atria's Board of Directors has a minimum of five (5) and a maximum of nine (9) members. The Chair and the Vice Chair of the Board of Directors are nominated in accordance with the shareholder agreement between Lihakunta and Itikka Co-operative.

5.1 Duties of the Board of Directors

Atria's Board of Directors is responsible for the company's administration and its appropriate organisation. The Board of Directors is responsible for the appropriate organisation of the supervision of the company's accounting and asset management. To this end, the Board of Directors has confirmed written rules of procedure concerning the duties of the Board, the matters to be dealt with, meeting practices and the decision-making procedure. According to the rules of procedure, the Board of Directors discusses and decides on significant matters related to the company's strategy, investments, organisation and financing. The rules of procedure lay down the following key duties for the Board of Directors:

- Approving the strategic goals and guidelines for the Group and its business areas
- Approving the budgets and business plans for the Group and its business areas
- Deciding on the investment plan for each calendar year and approving major investments that exceed one million euros
- Approving major M&A and restructuring operations
- Approving the Group's operating principles for areas that are important for management and supervision
- Discussing and adopting interim reports and financial statements

- Monitoring and evaluating the company's financial and sustainability reporting systems
- Monitoring and evaluating the auditing of its financial statements, consolidated financial statements and sustainability reporting statements
- Preparing the items to be dealt with at Annual General Meetings and ensuring that decisions are implemented
- Approving the audit plan for internal auditing, as well as monitoring and assessing the effectiveness of internal control and auditing as well as the risk management systems
- Appointing and dismissing the CEO and deciding on his/her remuneration and other benefits
- Approving, at the CEO's proposal, the hiring of his/her direct subordinates and the principal terms of their employment contracts
- Approving the organisational structure and the key principles of incentive schemes
- Monitoring and evaluating the CEO's performance
- Monitoring and evaluating the independence of the auditor and particularly the provision of services other than auditing services and sustainability auditing services provided by the auditor
- Deciding on other matters that are important in view of the size of the Group and that are not part of day-to-day operations, such as considerable expansion or contraction of business or other material changes to operations, the taking of long-term loans and the sale and pledging of fixed assets

CONTENT

Corporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
audit

Auditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

**REMUNERATION
REPORT**

Introduction

Development of Atria's
financial performance and
remuneration

Remuneration of the
Supervisory Board members

Remuneration of the Board of
Directors

Remuneration of the CEO
and Deputy CEO

GOVERNANCE 2025

- Monitoring and evaluating the compliance of agreements and other legal transactions between the company and its related parties with requirements concerning ordinary business activities and market terms
- Deciding on other matters which, under the Limited Liability Companies Act, fall within the remit of the Board of Directors
- Performing the Audit Committee's duties referred to in recommendation 16 of the Corporate Governance Code.

The Board of Directors assesses its operations and working methods regularly by conducting a self-evaluation once a year.

5.2 Meeting practices and information flow

The Board of Directors meets regularly around 10 times during the term in accordance with a meeting schedule confirmed in advance by the Board, and when necessary. In 2025, the Board of Directors met 15 times. The average attendance rate of the members of the Board of Directors was 100%.

The term of office of the members of the Board of Directors ends at the end of the first Annual General Meeting following the election. During the meetings of the Board of Directors, the CEO gives a review of the financial situation of the Group by business area. The review also covers forecasts, investments, organisational changes and other issues that are important for the Group.

CONTENT

Corporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
audit

Auditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's
financial performance and
remuneration

Remuneration of the
Supervisory Board members

Remuneration of the Board of
Directors

Remuneration of the CEO
and Deputy CEO

5.3 Members of the Board of Directors 31 December 2025



SEPPÖ PAAVOLA

Chair
b. 1962

Education: Agrologist (secondary school graduate)

Main occupation: Farmer

Member of the Board since: 2012

Relevant work experience:

Agricultural entrepreneur 1996–present

Farm advisor, Rural Centre of Central Ostrobothnia 1991–1996

Concurrent key positions of trust:

Member of the Supervisory Board of Itikka Co-operative 2000–present

Deputy Chair of the Supervisory Board of Itikka Co-operative 2008–2011

Chair of the Supervisory Board of Itikka Co-operative 2012–present

Chair of the Board of Directors of Jokilaakso Co-operative Bank (former Perhonjokilaakso

Co-operative Bank, former Kaustinen Co-operative Bank) 2002–present

Member of the Board of Directors of Pellervo 2012–present

Past key positions of trust:

Member of the Supervisory Board of Atria Plc 2006–2012

Deputy Chair of the Supervisory Board of Atria Plc 2009–2012

Member of the Co-operative Advisory Committee of Pellervo Confederation 2012–2017

Independence: Dependent of the company, independent of the significant shareholders

Shareholding on 31 December 2025: 4,400

Share-based rights in the company: None

Attendance in meetings: 15/15



PASI KORHONEN

Vice Chair
b. 1975

Main occupation: Farmer

Member of the Board since: 2016

Relevant work experience:

Farmer

Concurrent key positions of trust:

Member of the Board of Directors of Nautasuomi 2021–present

Chair of the Board of Directors of Kelloniemen Aurinkoranta 2020–present

Chair of the Board of Directors of Lihakunta 2019–present

Member of the Board of Directors of Lihakunta 2013–present

Member of the Board of Directors of Kainuun maa- ja metsäsäätiö 2013–present

Managing Director of MäkiBull Oy 2023–present

Past key positions of trust:

Deputy Chair of the Board of Directors of Lihakunta 2016–2019

Councillor of the Sotkamo Municipal Council 2005–2017

Independence: Dependent of the company and significant shareholders

Shareholding on 31 December 2025: 0

Share-based rights in the company: None

Attendance in meetings: 15/15

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025



NINA KOPOLA

Board member
b. 1960

Education: Licentiate in Technology
Main occupation: Professional Board Member
Member of the Board since: 2025

Relevant work experience:

Business Finland, Director General and CEO 2019–2024
Suominen Plc, CEO 2011–2018
Dynea Ltd, various management positions 2000–2011

Concurrent key positions of trust:

Member of the Nomination Board of A. Ahlström Ltd. 2023–present

Past key positions of trust:

TESI advisory board: 2019–2024
Traffic Management Finland Oy: Member of the Board of Directors 2018–2019, Chair of the Remuneration Committee
Metso Plc: Member of the Board of Directors 2013–2019, Member of the Audit Committee 2013–2019
Konecranes Plc: Member of the Board of Directors 2011–2015, Member of the Remuneration Committee 2011–2014, Member of the Audit Committee 2015
Ilmarinen Mutual Pension Insurance Company: Member of the Supervisory Board 2015–2018
Chemical Industry Member of the Board 2011–2014

Independence: Independent of the company and significant shareholders

Shareholding on 31 December 2025: 0

Share-based rights in the company: None

Attendance in meetings: 9/9



JUKKA KAIKKONEN

Board member
b. 1963

Education: Agrologist
Main occupation: Farmer, beef producer
Member of the Board since: 2020

Relevant work experience:

Agricultural entrepreneur 1990–present
Salaojakeskus 1987–1990

Concurrent key positions of trust:

Member of the Board of Directors of Lihakunta 2019–present

Past key positions of trust:

Deputy Chair and Member of the Supervisory Board of Lihakunta 2013–2019
Member of the Supervisory Board of Atria Plc 2013–2019
Chair of the Supervisory Board of Atria Plc 2017–2019

Independence: Dependent of the company and significant shareholders

Shareholding on 31 December 2025: 500

Share-based rights in the company: None

Attendance in meetings: 15/15

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025



LEENA LAITINEN

Board member
b. 1970

Education: M.Sc. (Econ.)
Main occupation: President and CEO of Alko Inc.
Member of the Board since: 2021

Relevant work experience:

Snellman Group, CEO 2014–2017
SOK, Home Goods Trade Director 2009–2013
SOK, Prisma Chain Director 2007–2009
SOK, Managing Director of As Prisma Peremarket 2004–2007
Keskimaa OSK, Director of Prisma 2000–2004
Cooperative PeeÄssä, Director of Prisma 1997–2000

Concurrent key positions of trust:

Member of the Board of Ilmarinen Mutual Pension Insurance Company 2018–present
Member of the Board of Viljava Oy 2021–present
Chair of the Board of Directors of Viljava Oy 2022–present
EK Confederation of Finnish Industries, member of the representative council 2025–present

Past key positions of trust:

Chair of the Board of The Central Union for Child Welfare 2022–2025
Member of the Board and Executive Committee Service Sector Employers Palta 2019–2021
Member of the Board of Aava Health Services 2017–2020
Member of the Board of Sponda Plc 2014–2017
Member of the Board of Finnish Food and Drink Industries' Federation 2014–2017

Independence: Independent of the company and significant shareholders

Shareholding on 31 December 2025: 0

Share-based rights in the company: None

Attendance in meetings: 15/15



MIKA JOUKIO

Board member
b. 1964

Education: M.Sc. (Tech.), MBA
Member of the Board since: 2022

Relevant work experience:

Metsä Board Corporation, CEO 2014–2025
Metsä Tissue Corporation, CEO 2012–2014
M-real Corporation (today Metsä Board Corporation), Head of Consumer Packaging 2006–2012
Metsä-Serla Corporation and M-real Corporation (today Metsä Board Corporation), various management positions 1990–2006

Concurrent key positions of trust:

Member of the Supervisory Board of Varma Mutual Pension Insurance Company 2019–present

Past key positions of trust:

Chair of the Finnish Forest Industries Trade Policy Committee 2022–2025
Member of the Board of Directors of Metsä Fibre Oy 2014–2025
Chair of the Board of Directors of Husum Pulp AB 2021–2025

Independence: Independent of the company and significant shareholders

Shareholding on 31 December 2025: 0

Share-based rights in the company: None

Attendance in meetings: 15/15

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025



KJELL-GÖRAN PAXAL

Board member
b. 1967

Education: Agrologist
Main occupation: Farmer, piglet and pork producer
Member of the Board since: 2012

Relevant work experience:

Oy Foremix Ab, Feed salesman 1990–1997
Pohjanmaan Liha Co-operative, Primary Production Manager 1990–1997

Concurrent key positions of trust:

Member of the Board of Directors of Pohjanmaan Liha Co-operative 2002–present
Deputy Chair of the Board of Directors of Pohjanmaan Liha Co-operative 2021–present
Chair of the Board of Directors of Oy Foremix Ab 2010–present
Member of the Board of Directors of A–Rehu Oy 2010–present
Chair of the Board of Directors of Ab WestFarm Oy 2010–present
Member of the Board of Directors of Oy Foremix Ab 2004–present

Past key positions of trust:

Member of the Board of Directors of A-Farmers Ltd 2003–2021
Chair of the Board of Directors of Pohjanmaan Liha Co-operative 2010–2020
Deputy Chair of the Board of Directors of Pohjanmaan Liha Co-operative 2002–2009
Deputy member of the Board of Directors of the Central Union of Swedish speaking Agricultural Producers in Finland 1999–2001

Independence: Dependent of the company, independent of the significant shareholders

Shareholding on 31 December 2025: 2,566

Share-based rights in the company: None

Attendance in meetings: 15/15



JUHA KIVINIEMI

Board member
b. 1972

Education: M.Sc. (Agriculture and Forestry), Agronomist
Main occupation: Agricultural entrepreneur, Kiviniemi Broiler Ltd 2001–
Member of the Board since: 2025

Concurrent key positions of trust:

Itikka co-operative, member of the Board of Directors 2016–present
Suurusrehu Oy, chair of the Board of Directors 2018–present
Maanvaalija Oy, member of the Board of Directors 2022–present
South-Ostrobothnia Cooperative Bank, members of the Supervisory Board 2019–present
Suomen Yrittäjät ry (Federation of Finnish Entrepreneurs), member of the Dietetics Committee 2022–present

Past key positions of trust:

Atria Plc, member of the Supervisory Board 2009–2025
Itikka co-operative, member of the Supervisory Board 2009–2016, member of the representative body 2004–2009
South-Ostrobothnia Broileryrittäjät ry (chicken producers), Chair 2015–2025
Finnish Broileryrittäjät ry (chicken producers), Deputy Chair 2004–2006
MTK Poultry Meat Network, Chair 2016–2019 (MTK = The Central Union of Agricultural Producers and Forest Owners)
Jalasjärvi Municipality, member of the municipal council 2004–2017, municipal government member 2008–2015
Jalasjärven Lämpö Oy, Chair of the Board of Directors 2013–2016

Independence: Dependent of the company and significant shareholders

Shareholding on 31 December 2025: 300, controlling company 184

Share-based rights in the company: None

Attendance in meetings: 9/9

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

Atria's Annual General Meeting has on 24 April 2025 nominated nine (9) members as the members of the Board of Directors. Jaana Viertola-Truini, a member of the Board of Directors of Atria Plc, resigned from the Board on 9 July 2025 due to her other work commitments. Atria's Board of Directors will continue for the time being with eight Board members.

The Board of Directors has deemed that the following members of the Board are dependent of Atria: Seppo Paavola, Juha Kiviniemi, Jukka Kaikkonen, Pasi Korhonen and Kjell-Göran Paxal. These members are either full-time farmers who have – or are members of the operative management of a company that has – a customer, supplier or cooperation relationship with Atria Group that is significant for the entrepreneur/company in question. Seppo Paavola and Kjell-Göran Paxal have also been members of Board for more than 10 years.

Of the Board members Pasi Korhonen and Jukka Kaikkonen are members of the Board of Directors of Lihakunta and Juha Kiviniemi is a member of the Board of Directors of Itikka co-operative, significant shareholders and are therefore dependent of a significant shareholder. Seppo Paavola is a member of the Supervisory Board of Itikka Co-operative, a significant shareholder. Membership of the Supervisory Board of a significant shareholder alone has not been deemed to constitute dependence of a significant shareholder. The members of the Board of Directors are obliged to provide the Board with information sufficient to assess their skills and independence and to notify the Board of any changes to the information.

5.4 Principles concerning the diversity of the Board of Directors and the Supervisory Board

Diversity is part of Atria's responsible business operations. When planning the composition of Atria's Board of Directors and Supervisory Board, diversity is considered from a variety of perspectives, and the phase of company's development needs and the scope of its business operations are taken into account.

When selecting the members of the Board of Directors and Supervisory Board, the goal is that the members' broad-based expertise and the composition of the Board support the development of Atria's current and future business operations. A constructively questioning and challenging Board of Directors and Supervisory Board create added value for the company's operations. This also brings diversity to their work. Atria seeks to promote the selection of members who are as qualified as possible and have broad and varied experience in various fields and to ensure that candidates of both genders have equal opportunities to be selected on the Board. Both genders are represented on the Atria's Board of Directors and the Supervisory Board. In addition, the selection considers the candidates' ability to spend a sufficient amount of time on their Board duties.

5.4.1. Diversity of the Board of Directors

The selection aims to ensure that the Board has core competence from a variety of fields within the value chain of Atria's business operations, a wide range of experience of entrepreneurship and business activities, as well as know-how and understanding of international business required by the company's strategy. Rather than every member of the Board being qualified in all of the aforementioned areas, the aim is that every Board member possesses some skills in one or more of the aforementioned areas. The diversity of the Board of Directors is furthermore supported by the members' other complementary skills, their training and experience from different occupational fields and industries, as well as by a consideration of the Board members' age and gender distribution. As a long-term goal for Atria is that women and men are represented in the Board of Directors composition, as defined in the Corporate Governance Code. In addition to the skills of the members, the selection considers the candidates' ability to spend a sufficient amount of time on their Board duties.

5.4.2 Diversity of the Supervisory Board

When selecting members of the Supervisory Board, the goal is to consider their expertise in the meat industry and its various

types of production. Diversity is also ensured by selecting members who represent various areas of Finland. In addition, the age and gender distribution of the members of the Supervisory Board are considered, along with other skills that support the Board's work.

5.4.3. Implementation of the diversity principles

To achieve the goals of its diversity principles, the company has sought and seeks to actively communicate these goals to Atria's shareholders. At the end of the 2025 financial year, two members of the Board of Directors were women, and the other members were men, meaning that the minority gender represented 25 percent of all Board members. At the end of the 2025 financial year, three members of the Supervisory Board were women, and the other members were men, meaning that the minority gender represented 15 percent of all Supervisory Board members. The company's minimum requirement of both genders being represented has therefore been met but the long-term goal for Corporate Governance Code's representation requirement in the Board of Directors composition has not yet been met. The company's other goals concerning the diversity of the Board of Directors and the Supervisory Board have also been met with regard to the Board members' in-depth knowledge of the meat business and commercial and industrial operations, and the Supervisory Board members' expertise in the meat industry and various types of production, as well as geographical representation.

6. BOARD COMMITTEES

The Board of Directors may decide to establish committees to handle duties designated by the Board. The Board confirms the committees' rules of procedure.

The Board of Directors has one committee: the Nomination and Remuneration Committee. The Board of Directors appoints the members of the Committee from among its members in accord-

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

ance with the Committee's rules of procedure. The Committee has no autonomous decision-making power. The Board of Directors makes decisions on the basis of the Committee's preparations and proposals. The Committee reports regularly to the Board of Directors, which supervises the operations of the Committee.

The aim of the Nomination and Remuneration Committee is to prepare the CEO's, the Deputy CEO's and the management's terms of employment, ensure objective decision-making, support the achievement of the company's goals through bonus schemes, increase the company's value and ensure that bonus schemes are transparent and systematic. The aim of the Nomination and Remuneration Committee is also to ensure that the performance bonus systems are linked to the company's strategy and the results achieved.

The Nomination and Remuneration Committee has three (3) members. The Nomination and Remuneration Committee consists of the Chair, Vice Chair and one member of the Board of Directors elected by the Board in accordance with its rules of procedure. The Nomination and Remuneration Committee is composed of members of the Board of Directors.

The Chair of the Nomination and Remuneration Committee is Seppo Paavola, and the other members are Pasi Korhonen and Leena Laitinen. In 2025, the Nomination and Remuneration Committee met seven times, and its members' average attendance was 100% as follows: Seppo Paavola 7/7, Pasi Korhonen 7/7, and Leena Laitinen 7/7.

According to its rules of procedure, the Nomination and Remuneration Committee has the following duties:

- Preparing the nomination of the CEO and Deputy CEO
- Preparing the search for successors to the CEO and Deputy CEO
- Preparing the terms of the service contracts of the CEO and

Deputy CEO for the Board of Directors to decide on

- Preparing the remuneration, fees and other employment benefits of the executives belonging to the Atria Group Management Team and who report to the CEO and bringing them before the Board of Directors
- Preparing the forms and criteria of the bonus and incentive schemes of top management and bringing them before the Board of Directors
- Preparing the content and group assignments of the of the pension programmes and bringing them before the Board of Directors
- Submitting its statement on the bonus arrangements for the entire personnel before their approval and assessing their functionality and the achievement of the systems' goals
- If required, discussing possible interpretation problems related to the application of the approved bonus schemes and recommending a solution
- If required, reviewing information to be published in the financial statements and, where applicable, in other bonus-related documents
- Preparing the remuneration policy and report for the Annual General Meeting, and presenting the remuneration policy and report at the Annual General Meeting and answering any questions concerning the policy and report with regard to the remuneration of the CEO and the Deputy CEO
- Performing other duties as assigned to it by the Board of Directors.

The Chair of the Nomination and Remuneration Committee convenes the Committee as needed. At the meetings, the matters

falling under the duties of the Committee are reviewed. The Nomination and Remuneration Committee may invite other people to join its meetings if deemed necessary, and may use external experts to assist the Committee in fulfilling its duties.

As mentioned in section 4 above, Atria's Annual General Meeting has established a separate Shareholders' Nomination Board to prepare proposals concerning the election and remuneration of the members of the Board of Directors, as well as the remuneration of the members of the Supervisory Board for the next Annual General Meeting.

7. CEO

The company's CEO in charge of managing its day-to-day operations in accordance with the instructions and orders issued by the Board of Directors and informing the Board of Directors of the development of the company's operations and financial performance. The CEO is also responsible for ensuring the legality of the company's accounting and the reliability of asset management. The CEO is appointed by the Board of Directors, which decides on the terms of their service contract.

Atria's CEO is Kai Gyllström M.Sc. (Econ.), MBA. Atria also has a Deputy CEO. Tomas Back M.Sc. (Econ.) has served as Deputy CEO since 2018.

8. MANAGEMENT TEAM

Atria Group has a Management Team chaired by the CEO. The Management Team assists the CEO in planning the operations and in operational management. The duties of the Management Team, among other things, drawing up and implementing strategic plans, dealing with major projects and organisational changes, and reviewing and implementing the Group's risk management measures in their respective areas of responsibility. In 2025, the Management Team met eleven times.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

8.1 Management Team on 31 December 2025**KAI GYLLSTRÖM**CEO
b. 1979**Joined Atria:** 2023
Education: M.Sc. (Econ), MBA**Relevant work experience:**

Atria Plc, CEO 2023–
 Arla Sweden, Managing Director 2021–2023
 Arla Finland, Managing Director 2018–2021
 Arla Europe, Regional Director Food Service 2016–2017
 Arla Saudi Arabia, Managing Director 2014–2016
 Arla Finland, Marketing Director 2013–2014
 Arla Finland, Finance Director 2011–2012
 Arla Finland, Strategy Director 2009–2011
 Carlsberg, Denmark, Sr. Business Development Manager 2008–2009
 Carlsberg, Denmark, Logistics Development Manager 2007–2008
 Deloitte, Sr. Strategy Consultant 2005–2007
 Marimekko, Finland/Germany, Export Manager 2000–2003

Concurrent key positions of trust:

Chair of the Board of Directors in Finnish Food and Drink Industries' Federation (ETL) 2025–present
 Member of the Board of Directors in Finnish Food and Drink Industries' Federation (ETL) 2023–present
 Member of the Board of Directors in Confederation of Finnish Industries (EK) 2025–present
 Hanken & SSE, Executive Education Advisory Group Member 2025–present
 Stiftelsen Svenska Handelshögskolan Member of the Representative Council 2025–present
 Member of the Board of Directors in China Office of Finnish Industries 2023–present

Past key positions of trust:

Member of the Board of Directors of Swedish Food Federation 2021–2023
 Member of the Board of Directors of KRAV Ekonomisk förening 2022–2023

Shareholding on 31 December 2025: 3,522**TOMAS BACK**CFO, Deputy CEO
b. 1964**Joined Atria:** 2007
Education: M.Sc. (Econ)**Relevant work experience:**

Atria Plc, CFO, Deputy CEO 2018–present
 Atria Denmark, Executive Vice President 2018–2023
 Atria Scandinavia, Executive Vice President 2011–2017
 Atria Baltic, Executive Vice President 2010–2011
 Atria Plc, CFO 2007–2011
 Huhtamäki Americas/Rigid Europe, CFO 2003–2007
 Huhtamäki Oyj, Financial Manager/CFO 1996–2002
 Huhtamäki Finance Oy, Financial Manager, Lausanne 1990–1995

Concurrent key positions of trust:

–

Past key positions of trust:

Member and Deputy Chair of the Board of Directors of Swedish Meat Industry Association 2012–2018
 Member of the Board of Directors of Swedish Food Federation 2012–2018
 Member of the Board of Directors of the Svensk Fågel Service Ab 2017–2018

Shareholding on 31 December 2025: 9,900

CONTENT

Corporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
audit

Auditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's
financial performance and
remuneration

Remuneration of the
Supervisory Board members

Remuneration of the Board of
Directors

Remuneration of the CEO
and Deputy CEO

GOVERNANCE 2025



MIKA ALA-FOSSI

Executive Vice President, Atria Finland
Managing Director of Atria Finland
b. 1971

Joined Atria: 2000

Education: Meat industry technician

Relevant work experience:

Atria Finland, Executive Vice President 2011–present
Atria Finland, Director, Convenience Food and Meat Product Production 2007–2011
Atria Finland, Director, Poultry Business 2006–2007
Atria Ltd, Production Manager 2003–2006
Atria Ltd, Unit Manager 2000–2003
Liha-Saarioinen Ltd, Foreman 1997–2000

Concurrent key positions of trust:

Chair of the Board of Directors of Honkajoki Oy 2015–present
Member of the Board of Directors of Honkajoki 2011–present

Past key positions of trust:

Member of the Board of Directors of Länsi-Kalkkuna Oy 2007–2023
Member of the Board of Directors of Nautasuomi Oy 2021–2023

Shareholding on 31 December 2025: 8,960



JARMO LINDHOLM

Executive Vice President, Atria Sweden
Managing Director of Atria Sweden
b. 1973

Joined Atria: 2002

Education: M.Sc. (Econ)

Relevant work experience:

Atria Sweden, Executive Vice President 2018–present
Atria Russia, Executive Vice President 2011–2017
Atria Plc, Group Vice President, Product Leadership 2010–2011
Atria Plc, Group Vice President, Product Group Management and Product Development,
Atria Finland Ltd, Commercial Director 2005–2010
Atria Ltd, Marketing Manager 2002–2005
AC Nielsen, Account Manager, Marketing Manager 2000–2002
Unilever Finland, Custom Service Manager & e-Business 1998–2000

Concurrent key positions of trust:

Member of the Board of Directors of Swedish Food Federation 2018–present
Member of the Board of DLF, (Dagligvaruleverantörers Förbund) 2022–present

Past key positions of trust:

Member of the Board of Directors of the East Office of Finnish Industries 2012–2018
Member of the Board of Directors of KCF (Svenska Kött & Chark Företagen) 2020–2022

Shareholding on 31 December 2025: 5,046

CONTENT

Corporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
audit

Auditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's
financial performance and
remuneration

Remuneration of the
Supervisory Board members

Remuneration of the Board of
Directors

Remuneration of the CEO
and Deputy CEO

GOVERNANCE 2025



MEELIS LAANDE

Executive Vice President, Atria Estonia
Managing Director of Atria Estonia
b. 1974

Joined Atria: 2012

Education: MBA

Relevant work experience:

Atria Estonia, Executive Vice President 2024–present
Atria Estonia, Sales and Marketing Director 2012–2024
Biomarket OÜ, Managing Director 2012–2012
Maag Lihatoöstus AS, Sales and Marketing Director 2005–2012
Rimi Eesti Food AS (earlier Kesko Food AS), Area Manager 2004–2005
Kadaka Säästumarket AS (parent company Kesko Food AS), Manager of Säästumarket stores in
Kohtla-Järve and Sillamäe 2002–2004
Jõhvi Piim TÜ, Sales Manager 2000–2002
Jõhvi Piim TÜ, Farm products Sales Manager 1998–2000
Farmax AS, Veterinarian 1995–1998

Concurrent key positions of trust:

Member of the Council of the Estonian Food Industry Association 2024–present

Past key positions of trust:

–

Shareholding on 31 December 2025: 0



LISE ØSTERGAARD

Executive Vice President, Atria Denmark
Managing Director of Atria Denmark
b. 1975

Joined Atria: 2019

Education: B.Sc. Economics and Business Administration

Relevant work experience:

Atria Denmark, Executive Vice President 2023–present
Atria Denmark, Vice President Sales 2019–2023
HKScan DK, Sales Director 2018–2019
HKScan DK, Senior Key Account Manager 2014–2018
Uhrenholt A/S, Key Account Manager 2011–2014
Arla Foods amba, Nordic Product & Brand Manager 2006–2011
Arla Foods amba, Trade Marketing Manager 2003–2006

Concurrent key positions of trust:

Member of the Board of Representatives in the Employer's Association of
Danish Industry 2025–present

Past key positions of trust:

–

Shareholding on 31 December 2025: 0

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025



PASI LUOSTARINEN

Executive Vice President, Marketing & Market Insight
b. 1966

Joined Atria: 2000

Education: M.Sc. (Econ)

Relevant work experience:

Atria Plc, Executive Vice President Marketing & Marketing Insight 2016–present
Atria Finland, Senior Vice President Marketing & Product Development 2011–2016
Atria Plc and Atria Finland, Group Vice President Brand Management & Cold Cuts/Senior Vice President Meat Products 2007–2011
Atria Plc, Group Vice President Marketing & Product Development 2006–2007
Atria Plc, Atria Finland and Atria Sweden, Marketing Director 2000–2006
Valio, Marketing Director 1997–2000
British American Tobacco Nordic, Trade Development Manager 1996–1997
Fazer Makeiset Ltd, Key Account Manager/Category Manager 1993–1996
Mallasjuoma Ltd, Product Manager 1991–1993

Concurrent key positions of trust:

Member of the Board of Etelä-Pohjanmaan Kauppakamari 2023–present

Past key positions of trust:

Member of the Board of Seinäjoen Tangomarkkinat Ltd 2019–2020
Chair of the Board of Seinäjoen Tangomarkkinat 2019–2020

Shareholding on 31 December 2025: 9,984



MERJA LEINO

Executive Vice President, Sustainability
b. 1960

Joined Atria: 1996

Education: PhD (Food Chemistry)

Relevant work experience:

Atria Plc, Executive Vice President, Sustainability 2019–present
Atria Finland, Senior Vice President, Convenience Food Business, Quality, Food Safety and Sustainability 2016–2019
Atria Finland, Senior Vice President, Poultry Business, Quality, Food Safety and Sustainability 2011–2016
Atria Plc, Group Vice President, Quality, Product Safety and Food Business (poultry and convenience food) 2007–2011
Atria Finland, Director, Poultry Business, Quality and Product Safety 2000–2007
Atria Finland, Director, Consumer Packed Meat, Quality Development and Product Safety 1999–2000
Atria Finland, Product Development Director 1996–1999
Elintarviketalouden Osaamiskeskus, National Coordinator 1995–1996

Concurrent key positions of trust:

Member of the Supervisory Board, Finnish 4H organization 2015–present
Member of the Board of UN Global Compact Finland 2023–present

Past key positions of trust:

Chair of the Board of Directors of Foodwest Ltd 2005–2025
Member of the Board of Foodwest Ltd 1996–2025

Shareholding on 31 December 2025: 9,543

CONTENT

Corporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
audit

Auditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's
financial performance and
remuneration

Remuneration of the
Supervisory Board members

Remuneration of the Board of
Directors

Remuneration of the CEO
and Deputy CEO

GOVERNANCE 2025



JENNIFER PAATELAINEN

Executive Vice President, Human Resources
b. 1982

Joined Atria: 2024

Education: M.Sc. (Organizations and Management)

Relevant work experience:

Unilever, HR Director, Nordic and Ice Cream Europe 2022–2023
Unilever, HR Director, Nordic 2020–2022
Unilever, HR Transformation & Change Management Lead, Nordic 2019–2020
Unilever, HR Business Partner, Country HR Lead, Finland 2015–2019
British American Tobacco Finland Oy, National Field Force Manager, Finland 2011–2012
British American Tobacco Finland Oy, HR Business Partner & Head of Organisational Effectiveness,
Northern European Cluster 2010–2011
British American Tobacco Finland Oy, HR Manager 2008–2010

Concurrent key positions of trust:

–

Past key positions of trust:

Member of the Board, Pension Fund Polaris Pensionsstiftelse 2015–2020

Shareholding on 31 December 2025: 560



TAUNO PERÄLÄ

Executive Vice President, Industrial Operations
b. 1980

Joined Atria: 2011

Education: M.Sc. (Tech.)

Relevant work experience:

Senior Vice President, Industrial Operations, Atria Finland 2022–present
Production Director, Atria Finland 2014–2022
Production Manager, Atria Finland 2013–2014
Logistics Manager, Atria Finland 2011–2013
Supply Chain Manager, Ruukki Construction Oy 2009–2011
Production Manager, Ruukki Construction 2004–2009

Concurrent key positions of trust:

Member of the Board of Nurmon Bioenergia Oy 2022–present
Member of the Board of Lakeuden taivaanraapijat Oy 2023–present

Past key positions of trust:

–

Shareholding on 31 December 2025: 412

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

9. REMUNERATION

Atria has prepared a remuneration report in compliance with the Corporate Governance Code that came into effect on 1 January 2025. The statement is available on the company's website at www.atria.com (Investors → Corporate Governance).

10. INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT

10.1 Internal control

The purpose of internal control within the Atria Group is to support the implementation of Atria's strategy and the achievement of its goals, and to ensure appropriateness and efficiency of Atria's operations and the reliability of financial reporting and sustainability reporting. Internal control also ensures compliance with legislation, regulations, agreements and Atria's values, as well as internal procedures and principles.

Atria has strategic and annual goals which steer the entire Group's operations. These goals are set to all business areas, and they have been approved as part of the strategy process or the annual goal-setting process. The achievement of the goals is monitored monthly, quarterly and yearly.

Atria uses Group policies, principles and guidelines for internal control and related steering. The company ensures compliance with the guidelines and rules by providing training. In addition, internal control is supported by internal audit and risk management. Approval procedures, user rights and controls are also part of internal control.

The reliability of reporting is ensured through the documentation of processes and by means of management guidelines, as well as control practices and the related guidelines. The control practices consist of both preventive and investigative measures.

Typical control practices include approval procedures, verification, reconciliation, operational inspections, the protection of assets, the separation of jobs and the administration of user rights.

The Group's CEO and Board of Directors are responsible for the appropriate organisation of internal control. The Board of Directors is responsible for ensuring that Atria has internal control principles and their governance and monitoring in place. The Group's Board of Directors decided in 2025 to establish a Compliance Board for Atria, which, on its own behalf, supports the supervision of compliance. Besides, each business area is responsible for arranging effective and appropriate control procedures.

10.2 Risk management

Risk management supports the implementation of Atria's strategy and the achievement of its goals, as well as developing the organisation in the operating environment outlined in Atria's strategy. Risk management also aims to prevent unfavourable events and safeguard business continuity.

Atria defines risk as the impact of uncertainty on the company's objectives. Risks can cause positive or negative deviations from set goals. For reporting purposes, Atria's risks are divided into four categories: strategic risks, operational risks, liability risks and financial risks. Risks are also divided into internal and external risks depending on whether they are posed by factors external to the Group or by internal factors. Material sustainability aspects i.e. the most significant risks related to sustainability issues and their management are described in the sustainability report.

Risk management is guided by the company's risk management policy, which has been approved by the Board of Directors, and by the ISO 31000 and ISO 31010 standards as applicable. The recommendations of the Securities Market Association (SMA) for listed companies have also been observed in the arrangement of risk management. The risk management policy specifies Atria's risk management goals, principles, responsibilities and

authorisations, along with the principles of risk assessment and reporting. More detailed guidelines for operating methods concerning risk identification and reporting are provided in Atria's risk management process guidelines.

Risk management is part of Atria's day-to-day business operations, and risk management enables the company to consider the impact of uncertainty on its operations when making decisions. Risk management at Atria Group is based on consistent risk identification, assessment and reporting, and risk management is part of the annual planning process. The Company's report by the Board of Directors includes an assessment of the most significant risks and uncertainties. In addition, the company's regular reporting describes significant short-term risks and uncertainties related to the business. Sustainability reports, on the other hand, describe the most significant risks related to sustainability issues and their management. Risks are managed in accordance with the specified approved principles in all business areas and Group operations.

The Board of Directors approves the Risk Management Policy and its amendments and oversees the implementation of the principles set out in the policy. The identification, management, control and reporting of sustainability-related material impacts, risks and opportunities is part of Atria's overall risk management. The Group CEO is responsible for the proper organisation of risk management at Atria and the Group CFO for the development of the risk management and risk reporting framework. The results of the Atria Group's risk management and measures to manage risks, including material impacts, risks and opportunities related to sustainability and their management, are presented to the Board of Directors of Atria Plc twice a year.

The Board of Directors and the members of the Group Management Team are responsible for identifying and assessing strategic risks and implementing risk management in their respective areas of responsibility. Strategic risks (including material impacts, risks and opportunities related to the strategy) are discussed at least annually and separately for each significant

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

business decision. Risk management measures are decided at the same time. The members of the Group Management Team are also responsible for the identification and assessment of operational risks and the implementation of risk management in their respective business areas and/or areas of responsibility. In the Group's largest Business Areas, risk assessment and monitoring is also carried out by specific Business Area internal steering and responsibility groups, composed of senior management and coordinated by the Risk Manager. Risk Manager is responsible for reporting the results and development measures of the steering groups to the members of the Group Management Team and the Board of Directors, who oversee the risk management work. The Group Finance Committee, comprising the Group CEO, CFO, Treasurer and Group Controller as permanent members, is responsible for the identification and assessment of financial risks and the implementation of risk management throughout the Group. The work of the Finance Committee is supervised by the Board of Directors. Targets relating to material impacts, risks and opportunities are set as part of both the Group's strategy work and operational risk management by those involved in risk management, and the targets are monitored as part of risk management reporting.

The key findings of the risk mapping exercise undertaken as part of the Group's planning process are taken into account in the preparation of the annual internal audit plan. Each Atria employee is responsible for identifying and assessing risks related to his or her own work or otherwise identified, and for presenting and preventing risks.

The Group's governance, management and supervisory bodies use external assistance as necessary to develop risk management skills and expertise (including in relation to sustainability). The need for specific skills and training is identified through internal assurance and evaluation. The most significant risks and uncertainties brought to the attention of the Board of Directors are reported in the Board's Annual Report in the section Risk management at Atria.

10.3 Internal audit

Internal Audit evaluates and inspects the effectiveness of the Group's internal control system, the relevance and efficiency of the activities, and compliance with guidelines. It also aims to promote the quality of operations and the processes, ensure the achievement of Atria's goals and the effectiveness of risk management. The target of internal audit is also to highlight best practices and development opportunities in various functions.

Internal Audit assesses the following areas:

- Accuracy and adequacy of financial information
- Compliance with operating principles, guidelines and regulations
- Protection of property against losses
- Economical and efficient use of resources
- Implementation of changes
- Measures resulting from changes in the operating environment
- Opportunities provided by various practices and the utilisation of best practices

The results of internal auditing are documented and discussed with the audited area of operation and Group management. A summary of the audit results is presented to the Board of Directors at least once a year. Regular discussions are held with the auditor to ensure that the audit activities cover a sufficiently wide range of operations and to avoid overlapping audit operations.

The Board of Directors decides the annual plan for internal auditing. The preparation of the audit plan is guided by risk management, issues identified as part of the Group's internal

reporting, goals related to improving the quality and efficiency of the operations, and current issues in the company's operating environment. Atria's Compliance function together with Group Control function is responsible for internal auditing in cooperation with an external service provider. Where necessary, separate studies commissioned by the Board of Directors or the Group's management will be conducted.

11. AUDITING AND SUSTAINABILITY REPORTING ASSURANCE

In line with its Articles of Association the company has one (1) auditor which must be an auditing firm approved by the Finnish Patent and Registration Office. The company shall have one (1) sustainability reporting assurance provider which must be an authorised sustainability audit firm approved by the Finnish Patent and Registration Office. The auditor's and the sustainability reporting assurance provider's term of office expires at the end of the next Annual General Meeting following the election.

The auditor is responsible for auditing the Group's accounts, its financial statements and administration. The auditor provides Atria's shareholders with an auditor's report in accordance with the laws, in connection with the company's financial statements. The assurance provider of the sustainability report is responsible for reviewing the sustainability report prepared by the company and issuing an assurance report on the sustainability report.

The auditor and the assurance provider report their findings regularly to the Board of Directors and the management, and presents the audit plan. The auditor and the assurance provider participate in Board meetings at least once a year.

Deloitte Oy was appointed as the company's auditor and sustainability reporting assurance provider on 24 April 2025, with Marika Nevalainen, Authorized Public Accountant and Authorized Sustainability Auditor, as the principally responsible auditor

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

and sustainability assurance provider, until the end of the next Annual General Meeting. Remuneration is paid according to an invoice approved by the company.

11.1 Auditor's and Sustainability Assurance Provider's remuneration for the 2025 financial year

In 2025, the Group paid EUR 424,000 to Deloitte Oy as the Auditor's and Sustainability Assurance Provider's remuneration. For non-audit services, EUR 17,000 was paid in 2025.

12. INSIDER POLICY

Atria complies with Nasdaq Helsinki Ltd's Guidelines for Insiders. In addition, Atria's Board of Directors has confirmed Atria's insider guidelines, which complement other insider guidelines and include instructions concerning insiders and insider administration. The company's insider guidelines have been distributed to all persons discharging managerial duties as defined by the company, as well as to the people involved in the preparation of financial reporting. The guidelines are also available on the company's intranet.

Regulation (EU) No 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse (Market Abuse Regulation) has been applied since 3 July 2016. Atria has not established a permanent insider register. Insider information is managed by means of project-specific insider registers that are established and maintained as needed. All project-specific insiders are informed about their insider status in writing and provided with the appropriate insider instructions.

Atria has determined that the members of the Board of Directors, the members of the Supervisory Board, the CEO and the members of Atria Group Management Team satisfy the definition of personnel discharging managerial duties with a notification obligation. The company maintains a list of the personnel discharging managerial duties and their related parties.

The company's legal department and CFO monitor compliance with the insider guidelines. Trading in the company's financial instruments has been restricted for the personnel discharging managerial duties and involved in the preparations of financial reporting in such a way that they cannot trade in the company's shares 30 days prior to the publication of an interim report and a release of the financial statements. Should the period between the end of a review period and the publication exceed 30 days the restriction period is adjusted accordingly.

13. RELATED-PARTY TRANSACTIONS

Atria's business operations may include regular business transactions with its related parties. The ordinary business activities of Atria Group's primary production companies may include the sale and purchase of animals, grain and feed to and from people included in Atria's related parties. In addition, Atria Group's companies may purchase and sell services and raw materials from and to companies included in Atria's related parties.

The company has defined its related parties and maintains a list of such related parties. The related parties have been provided with the necessary guidelines. Each person included in Atria's related parties is responsible for ensuring that Atria has up-to-date information about their related parties. The company updates its list of related parties at least once a year by sending an information request to the people included in its related parties. The communities included in Atria's related party listing are checked in connection with this.

Decision-making policy have been prepared for business transactions with related parties. These guidelines enable Atria to identify related-party transactions and the related criteria and to assess in advance whether the transaction is part of its ordinary business. The purpose of the guidelines is to ensure the careful preparation of related-party transactions and the acquisition of any reports, statements and/or assessments necessary for the preparation, as well as decision-making in accordance with the disqualification regulations.

Atria has a monitoring and reporting system for related-party transactions, and control measures are also implemented regularly. Related-party transactions are reported annually to the Board of Directors to ensure that the transactions are part of the company's ordinary business activities and are conducted on market terms.

14. COMMUNICATIONS

The aim of Atria's investor communications is to ensure that the markets have accurate and sufficient information to determine the value of Atria's shares at all times. Another aim is to provide the financial markets with comprehensive information so that the market participants can establish an informed and fact based view of Atria as an investment.

14.1 Silent period

Atria has established a silent period for its investor relations communications. The silent period covers 30 calendar days prior to the publication of interim reports and annual reports. Should the time between the end of a review period and the publication exceed 30 days that will be the duration of the silent period. Atria will not issue any statements on its financial standing during this period.

14.2 Investor information

Atria publishes financial information in real time on its website at www.atria.com. The website contains annual reports, interim reports, and press and stock exchange releases. Information about the company's largest shareholders is updated regularly on the website. The disclosure policy approved by Atria's Board of Directors describes the key principles and procedures followed by Atria as a listed company in its communications with the media, capital markets and other stakeholders. Atria's disclosure policy is available in its entirety on the company's website at www.atria.com (Investors → Disclosure Policy).

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

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

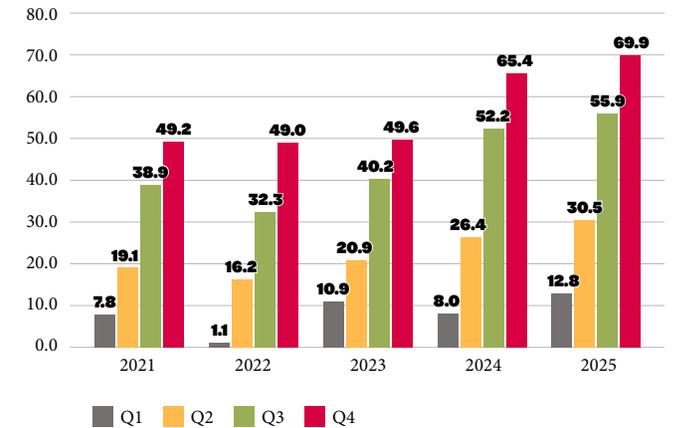
members of the Board of Directors and the Supervisory Board as described below. There were no deviations from the policy, and no remuneration was recovered during 2025.

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

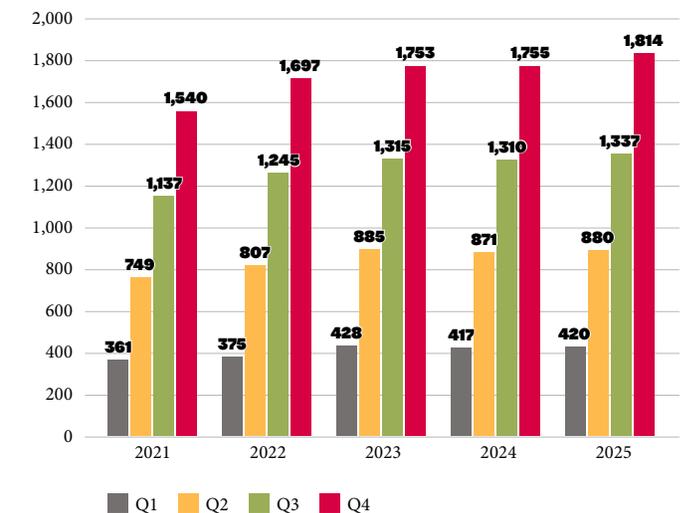
2. DEVELOPMENT OF ATRIA'S FINANCIAL PERFORMANCE AND REMUNERATION

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



CONTENTCorporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
auditAuditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

**REMUNERATION
REPORT**

Introduction

Development of Atria's
financial performance and
remunerationRemuneration of the
Supervisory Board membersRemuneration of the Board of
DirectorsRemuneration of the CEO
and Deputy CEO

GOVERNANCE 2025

Paid fees/salaries, EUR	2021	2022	2023	2024	2025
Supervisory Board *					
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
Board of Directors					
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
CEO					
Fixed remuneration	559,479	569,403	654,776	501,120	552,156
Variable remuneration	210,312	304,627	661,929	40,299	199,023
Deputy CEO					
Fixed remuneration	315,660	321,563	331,080	338,209	346,412
Variable remuneration	92,557	127,664	138,635	75,224	133,751
Employees					
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.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

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

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

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.

CONTENT

Corporate Governance Statement

Annual General Meeting

Shareholders' Nomination Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk management and internal audit

Auditing and Sustainability Reporting Assurance

Insider Policy

Related-party transactions

Communications

REMUNERATION REPORT

Introduction

Development of Atria's financial performance and remuneration

Remuneration of the Supervisory Board members

Remuneration of the Board of Directors

Remuneration of the CEO and Deputy CEO

GOVERNANCE 2025

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.

CONTENTCorporate Governance
Statement

Annual General Meeting

Shareholders' Nomination
Board

Supervisory Board

Board of Directors

Board Committees

CEO

Management Team

Remuneration

Internal control, risk
management and internal
auditAuditing and Sustainability
Reporting Assurance

Insider Policy

Related-party transactions

Communications

**REMUNERATION
REPORT**

Introduction

Development of Atria's
financial performance and
remunerationRemuneration of the
Supervisory Board membersRemuneration of the Board of
DirectorsRemuneration of the CEO
and Deputy CEO

GOVERNANCE 2025

29

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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