

# Remuneration report 2025

Reka Industrial Plc



# 1. Introduction

This Remuneration Report for 2025 (Remuneration Report) describes the remuneration of the members of the Board of Directors and the Managing Director of Reka Industrial Plc (the company or Reka Industrial) in the financial year 2025.

The remuneration report has been prepared in accordance with the Finnish Limited Liability Companies Act, the Finnish Securities Markets Act, the remuneration policy of the share issuer and the Decree of the Ministry of Finance on the remuneration report and the Finnish Corporate Governance Code.

The Board of Directors has approved the Remuneration Report to be presented and approved at the 2026 Annual General Meeting. According to the Companies Act, the decision is advisory.

The Annual General Meeting on April 23, 2024 has approved the remuneration policy (Remuneration Policy). The remuneration policy is presented to the Annual General Meeting every four years unless an amended remuneration policy is presented to the Annual General Meeting before that.

The remuneration of the members of the Board of Directors and the Managing Director in the financial year 2025 was carried out in accordance with the approved Remuneration Policy. The company's remuneration policy for the Board of Directors states:

" The Annual General Meeting approves the Board of Directors remuneration for the Board of Directors work as a separate item on the agenda of the Annual General Meeting.

Due to Reka Industrial's ownership structure company's member of the Board of Directors can be member of the Board of Directors in subsidiaries and get compensation. In addition, the Board of Directors can decide of separate remuneration, when member of the Board of Directors is taking additional

measures and time for implementing company's important project (financing, acquisition, contract).

All remunerations paid are reported in the remuneration report. "

In 2025, the company's Annual General Meeting in April confirmed the remuneration of the Board of Directors until the next Annual General Meeting.

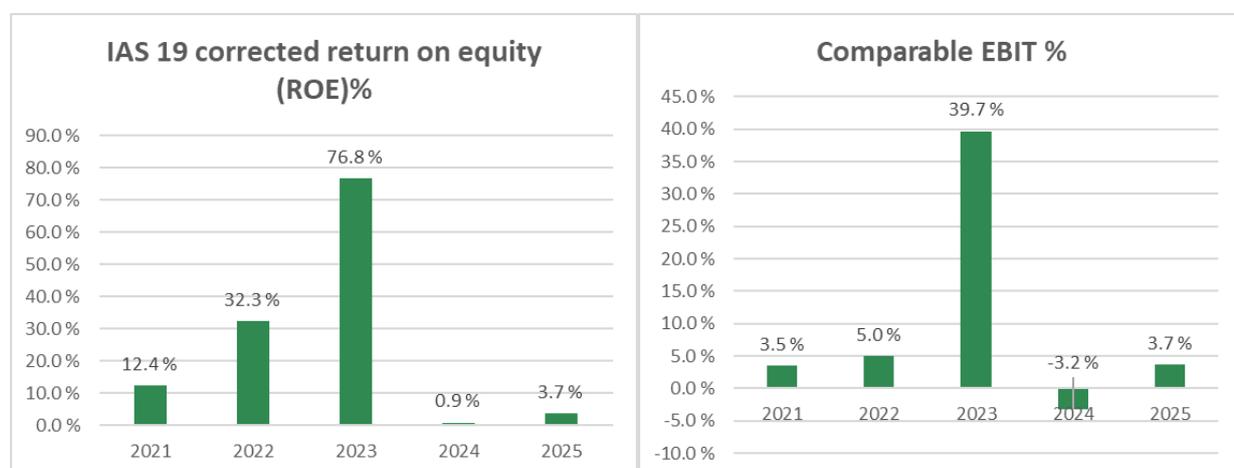
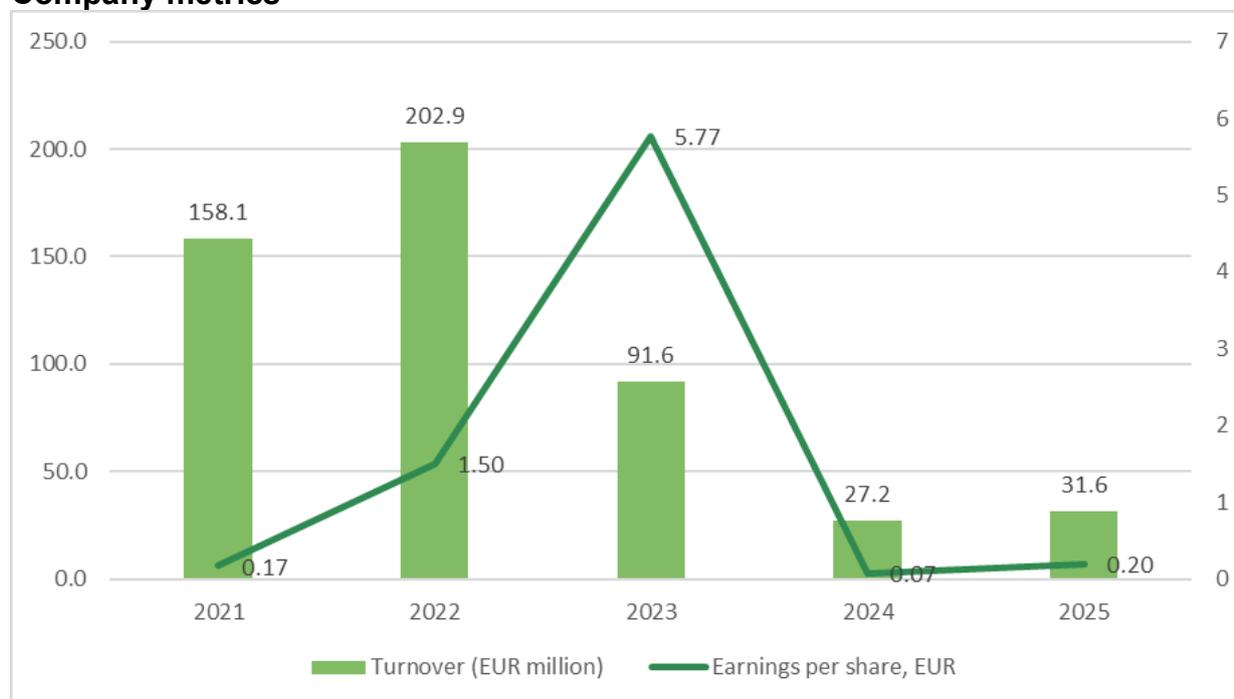
During the financial year 2025, no temporary deviations were made from the approved Remuneration Policy and no fees were recovered.

Remuneration should ensure the common long-term interests of the company and its shareholders and encourage and engage motivated and competent members of the organs to act in accordance with common goals. When deciding on the levels and structures of total remuneration, the Board takes into account the financial and operational results as well as non-financial Reka Industrial's long-term goals.

Managing Director's total remuneration consists of a fixed base salary with fringe benefits consist of a basic salary and variable incentives, i.e., performance-based remuneration. Managing Director's variable incentives include a three-year incentive plan (LTI) based on the company's long-term goals and an annual incentive plan (STI).

## 2. Development of financial performance and remuneration

### Company metrics



### Remuneration development of personnel

	2021	2022	2023	2024	2025
<b>Managing Director (EUR 1,000)</b>	414	503	701	221	228
<b>Reka Industrial's average employee (EUR 1,000)</b>	33	36	32	28	31

The remuneration of the average employee of the Reka Industrial Group has been calculated by dividing the personnel costs in the financial statements by the average number of employees for the financial year in question (excluding the remuneration of the Managing Director).



Remuneration of Reka Industrial's average employee includes the following components of personnel expenses: salaries and fees. Reka Rubber's personnel expenses have been taken into account as of July 1, 2020 and Reka Cables' personnel expenses have been taken into account until April 30, 2023.

<b>Board of Directors, fees decided by the Annual General Meeting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Chairperson of the Board (EUR)</b>					
annual basic remuneration	32.000	32.000	50.000	50.000	50.000
meeting fee / per meeting	-	-	-	-	-
performance bonus, realized in the payment year (EUR)	-	-	-	-	-
<b>Vice Chairperson of the board (EUR)</b>					
annual basic remuneration	25.000	25.000	25.000	25.000	27.000
meeting fee / per meeting	-	-	-	-	-
performance bonus, realized in the payment year (EUR)	-	-	-	-	-
<b>Member of the Board (EUR)</b>					
annual basic remuneration	25.000	25.000	25.000	25.000	27.000
meeting fee / per meeting	-	-	-	-	-
performance bonus, realized in the payment year (EUR)	-	-	-	-	-
<b>Member of the Audit Committee/ Chairperson</b>					
annual basic remuneration	2.500	2.500	2.500	2.500	-
meeting fee / per meeting	-	-	-	-	-

The company has no separate Audit committee since the Annual General Meeting 2023. The Audit committee's duties are taken care by the Board of Directors.

The annual committee fee is paid in addition to the annual basic fee for the Chairperson, the Vice Chairperson and other members of the Board. The basic annual fee (12 months) and the committee fee (12 months) are determined annually at the Annual General Meeting. In 2024, voluntary pension insurance contributions were paid for the remuneration of the Board members.

According to remuneration policy a member of the Board of Directors can be member of the Board of Directors in subsidiaries and get compensation. In addition, the Board of Directors can decide of separate remuneration, when member of the Board of Directors is taking additional measures and time for implementing company's important project (financing, acquisition, contract). In 2025, such remunerations were not paid.

### 3. Remuneration of the board for the year 2025

The remuneration of Reka Industrial Plc's Board of Directors is not a calendar year. The remuneration levels decided by the previous Annual General Meeting will be followed until the next Annual General Meeting. The new remuneration levels will be applied from the decision of the new Annual General Meeting.

The annual remuneration is thus 12-month remuneration, but the remuneration level is not based on the calendar year. Circa 40 per cent of the annual remuneration is paid by shares and the rest is paid in cash.

If the Annual General Meeting is substantially postponed, the remuneration levels decided by the new Annual General

Meeting will be complied with from the date of the ordinary Annual General Meeting.

The remuneration report presents the various remuneration items separately.

Travel and accommodation expenses for meetings were paid against invoices according to company's travel rules.

Based on their Board or committee membership, the members of the Board did not receive any financial benefits from the company other than those mentioned in this Remuneration Report.

#### In 2025:

Member of the Board	Annual basic remuneration	Annual committee remuneration	Meeting fee	Total
	Remuneration paid / due	Remuneration paid / due	Paid	
<b>Copeland Matti</b>	33.250 / -9.000	0	0	33.250
<b>Kytömäki Riku</b>	33.250 / -9.000	0	0	33.250
<b>Mynttinen Riitta</b>	33.250 / -9.000	0	0	33.250
<b>Rentto Markku</b>	64.584 / -16.667	0	0	64.584
<b>Marttila Päivi</b>	2.083 / 0			2.083
<b>Raita Eeva</b>	2.083 / 0	0	0	2.083
<b>Saarinen Leena</b>	4.167 / 0	0	0	4.167
<b>Total</b>	172.667 / -43.667	0 / 0	0	172.667

After the Extraordinary General Meeting in January 2025, Markku Rentto continued as member of the Board. Regarding the new Board members, the remuneration payments continued according to the decisions of Annual General Meeting in 2024 until the next Annual General Meeting was held in 2025.

## 4. Remuneration of the Chief Executive Officer

The Chief Executive Officer's (CEO) total remuneration consists of a fixed base salary with fringe benefits and variable incentives, i.e., performance-based remuneration. The CEO's variable incentives include an incentive scheme based on the company's long-term goals and an annual incentive scheme.

When deciding on the levels and structures of total remuneration, the Board takes into account the financial and operational results as well as Reka Industrial's long-term goals.

In long-term incentive plans, the vesting periods are at least three years. Each earning period may have one or more earning criteria.

The Board of Directors clearly determines how each earning criterion is measured and the maximum reward at the same time as the target setting. No remuneration will be paid unless the minimum target set by the Board for the earnings criterion is reached.

### Remuneration of the CEO 2025:

Sari Tulander		Remuneration due	
CEO (EUR 1,000)	Salary, remuneration and benefits paid during the financial year 2025	STI 2025	Remuneration from LTI
Fixed basic salary	228		
Short-term incentive bonus		27	
Long-term incentive bonus			50
Other financial benefits			
<b>Total</b>	228	27	50
<b>Relative share of fixed and variable components</b>	100 % / 0 %		

The Managing Director of Reka Rubber Ltd, Sari Tulander acts also as the Group's President and CEO and CFO. The CEO's total remuneration consists of a fixed base salary and separate incentive bonus. The Managing Director has both, a short term and a long term incentive remuneration agreements.

The Managing Director contract of Reka Rubber includes a notice period of 6 months for both sides and Group's CEO and CFO contract includes a notice period of one month. If the company terminates the managing contract, the CEO is entitled to a severance pay of 3 months' full salary. The CEO has no deviant pension plans.

No remuneration other than those shown in the table above has been confirmed for the CEO for the financial year 2025.



Reka Industrial Plc

Kankurinkatu 4–6  
05800 Hyvinkää  
Finland

[info@reka.eu](mailto:info@reka.eu)

[www.rekaindustrial.fi](http://www.rekaindustrial.fi)