

# REMUNERATION REPORT

The Remuneration Policy for the Executive Management of AS Ekspress Grupp was approved at the regular General Meeting of Shareholders of AS Ekspress Grupp was held on 2 May 2022. The remuneration policy describes the main principles of Ekspress Grupp's remuneration of the Supervisory Board, committees and the Management Board, as well as the decision-making process complied with when approving, assessing, and implementing the remuneration policy. The remuneration policy is valid for up to four years. The remuneration policy will comply with the recommendations of the Estonian Securities Market Act (§ 135<sup>2</sup>), Corporate Governance Recommendations (clause 2.2.7) and the provisions of the Shareholders' Rights Directive (EU 2017/828; Art 9b). The remuneration policy is based on the long-term goals of the Group and takes into account the financial results and the legitimate interests of investors and creditors. Compliance with the remuneration policy is monitored by the Supervisory Board. The policy will be guiding and steering document for approving future remuneration agreements. The remuneration policy is described in more detail in the subsection "Remuneration policy" of the Corporate Governance Report.

## Financial key metrics (continuing operations)

(EUR thousand)	2025	2024	change	2023	2022	2021
Sales revenue	80 227	76 170	5%	73 086	64 141	53 516
EBITDA	10 763	10 677	1%	10 217	8 891	8 240
Number of digital subscriptions, incl. Õhtuleht Kirjastus AS	255 964	238 182	7%	207 328	146 608	130 731
Total group salary cost (gross)	34 656	33 176	4%	31 791	26 687	22 410
Change in average full-time salary (gross)	8%	6%		9%	1%	10%
Average number of employees	909	938	-3%	950	860	719
Remuneration (gross) of Ekspress Grupp management board:						
CEO	184	203	-9%	190	210	225
CFO	125	137	-8%	95	157	163
CDO	100	112	-10%	76	109	131

## Supervisory board and committee's remuneration

Based on the decision of the annual general meeting of shareholders held on 2 May 2022, Priit Rohumaa (Chairman of the Supervisory Board) was entitled to a monthly remuneration of EUR 3 000 until his resignation on 8 May 2025 (in 2025 annual remuneration of EUR 12 571; in 2024 annual remuneration of EUR 36 000), and Triin Hertmann (Member of the Supervisory Board) was entitled to a monthly remuneration of EUR 1 350 until her recall on 23 May 2025 (in 2025 annual remuneration of EUR 6 429; in 2024 annual remuneration of EUR 16 200). Hans Luik (Member of the Supervisory Board) did not receive any remuneration, who was recalled on 23 May 2025.

Based on the decision of the annual general meeting of shareholders held on 31 August 2022, Sami Jussi Petteri Seppänen (Member of the Supervisory Board) was entitled to a monthly remuneration of EUR 1 350 and based on the decision of the annual general meeting of shareholders held on 23 May 2025, EUR 2 000 per month (in 2025 annual remuneration of EUR 20 933; in 2024 annual remuneration of EUR 16 200). Based on the decision of the annual general meeting of shareholders held on 23 May 2025, Ülar Maapalu (Chairman of the Supervisory Board), is entitled to a monthly remuneration of EUR 4 500 (in 2025 annual remuneration of EUR 32 786), and Argo Virkebau (Member of the Supervisory Board) is entitled to a monthly remuneration of EUR 2 000 (in 2025 annual remuneration of EUR 14 571).

No remuneration was paid to Priit Rohumaa and Hans Luik for participation in the Audit Committee. As of 23 May 2025, the members of the Audit Committee are Argo Virkebau (Chairman) and Sami Seppänen, and no remuneration is paid to them.

## Management board remuneration

The remuneration of Ekspress Grupp management board during 2025 (in thousand euros):

Position	Fixed salary (FS)	Short-term incentive (SHI)	Portion of FS / SHI	Total remuneration
CEO	181	4	98/2	184
CFO	115	10	92/8	125
CDO	100	0	100/0	100
	<b>396</b>	<b>14</b>	<b>97/3</b>	<b>410</b>

The remuneration of Ekspress Grupp management board during 2024 (in thousand euros):

Position	Fixed salary (FS)	Short-term incentive (SHI)	Portion of FS / SHI	Total remuneration
CEO	166	37	82/18	203
CFO	111	25	81/19	137
CDO	92	20	82/18	112
	<b>368</b>	<b>83</b>	<b>82/18</b>	<b>451</b>

No remuneration paid to the management board members of AS Ekspress Grupp from other group companies.