



# 2025 Remuneration Report

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# Remuneration Report

## Introduction

This is the 2025 Remuneration Report for Posti Group Corporation (hereinafter “Posti” or the “Company”). It describes the remuneration paid to members of the Board of Directors, the President and Chief Executive Officer (CEO) and the Deputy Managing Director of Posti Group during the year 2025. Unless otherwise indicated in the individual context, the references to CEO shall also mean a reference to the Deputy Managing Director. What is said about the CEO in this Remuneration Report, shall also apply to possible Deputy Managing Director.

The report has been prepared by the Personnel Committee, chaired by Sanna Suvanto-Harsaae, in accordance with the Finnish Corporate Governance Code 2025, which conforms to the requirements of the EU Second Shareholder Rights Directive, as well as in accordance with legislation with which the Directive has been implemented in Finland. The report will be presented at the 2026 Annual General Meeting of Posti for an advisory shareholder vote.

In line with responsible remuneration governance, input from Posti’s key stakeholders are considered. This includes shareholders and their representatives, investors and proxy advisors, employees, regulators and other societal stakeholders. Posti takes into account their views in remuneration governance and when evaluating the effectiveness, fairness and transparency of Posti’s remuneration structures.

In conformity with the Corporate Governance Code, the remuneration of the other members of Posti Group’s Leadership Team than the CEO and Deputy Managing Director is presented on the website [posti.com/en/investors/remuneration](https://posti.com/en/investors/remuneration).

## Posti remuneration approach and the link to sustainability

The Posti remuneration philosophy is designed to support the achievement of our strategic goals and to reward proven results and excellent performance aligned with Posti strategy, culture, and values.

Its purpose is to attract and retain the best talent and teams while motivating them to deliver results and drive the development of Posti.

The target setting of the short- and long-term incentive plans reflects Posti's strategic priorities. In accordance with Posti's Remuneration Policy, in addition to a fixed salary, short-term and long-term incentives are applied to the CEO, with targets based on financial and strategic indicators that promote sustainable, long-term shareholder value.

Sustainability is a key strategic priority for Posti and is embedded in the company's short- and long-term incentive programs. Work safety and reducing accident frequency are part of the short-term incentive program and apply to all employees participating in the program, ensuring that safety remains a shared responsibility across the organization. Posti’s greenhouse gas emissions target, validated by the Science Based Targets initiative, is included in the Posti management’s long-term incentive program. Employee engagement is also part of the long-term incentive program and it is measured twice a year in Posti's employee survey. Using the Engagement Index, we monitor and strengthen our personnel's commitment and motivation to their work and organization.

We believe that incorporating sustainability targets into our short- and long-term incentive programs will underpin responsible business practices, enhance long-term value creation and ensure that our success benefits all stakeholders; employees, customers, shareholders and the society.

## Remuneration highlights from 2025

As in previous years, the remuneration of all personnel has been targeted on timely remuneration for good performance.

“We delivered resilient results in 2025 despite challenging market conditions. This achievement reflects the hard work and dedication of all Posti employees. We succeeded in further improving operational efficiency and demonstrated innovation in reaching our goals as a team. We also

continued to recognize and reward the excellent performance of our employees in operations,” says Sanna Suvanto-Harsaae, Chair of the Board of Directors of Posti Group.

The third quarter in 2025 marked a historic milestone for Posti, as the Company was listed on the official list of Nasdaq Helsinki. As part of the listing, a personnel offering was arranged in which Posti issued 500,000 new shares. The subscription price was set at 10 percent below the public share sale. Employees in Finland, Sweden, Estonia, Latvia, Lithuania, and Norway—as well as members of the Board of Directors, the Leadership Team, and Posti’s personnel fund—were eligible to participate in the offering.

“It has been encouraging to see that over 1,100 Posti employees chose to participate in the personnel share offering and become shareholders. With this broader base of employee ownership, our personnel’s role in shaping Posti’s future is further strengthened. The listing provides us with a solid foundation for continued growth and development as we move forward together” Suvanto-Harsaae adds.

### Application of Remuneration Policy in 2025

The Remuneration Policy amended in 2025, reflects the public listing of Posti’s shares in Nasdaq Helsinki in October 2025. Consequently, the maximum cap of the variable payment in total for the CEO was increased from 120% to 200% and the long-term incentives may also be payable in shares. The Remuneration Policy amendment in 2025 was approved by an advisory vote by the Extraordinary Shareholders meeting in September 2025.

The remuneration of the Board of Directors, the CEO and the Deputy Managing Director in the financial year 2025 was in accordance with the amended Remuneration Policy. No amounts were recovered during the financial year. In line with the policy, the Board exercised its discretion to make one-time upward adjustments on the grounds of the CEO transition to the outcomes of the 2024 short-term incentive for the CEO and Deputy Managing Director as described later in the document. The short-term incentive of the year 2024 was paid in 2025.

### Remuneration and company performance over the last five financial years

	2021	2022	2023	2024	2025
Chair of the Board of Directors, EUR	79,800	75,000	67,200	63,600	77,700
Deputy Chair of the Board of Directors, EUR <sup>1</sup>	52,200	48,600	56,318	42,000	51,100
Other Members of the Board of Directors, average EUR	34,918	33,327	31,159	35,775	27,370
Members of the Board of Directors, Total EUR	411,340	382,500	403,948	391,800	402,500
President and CEO, EUR <sup>2</sup>	910,993	990,271	903,473	1,003,321	1,214,322
Deputy Managing Director, EUR <sup>3</sup>	-	-	-	620,605	884,383
Posti employee, average EUR <sup>4</sup>	36,981	38,091	39,126	40,385	42,525
Net sales, EUR million	1,595.0	1,651.6	1,586.1	1,521.4	1,447.6
Adjusted operating result, EUR million	59.8	58.9	66.4	80.1	69.3
Adjusted EBITDA, EUR million	181.6	183.8	197.7	207.6	196.4

<sup>1</sup> Jukka Leinonen since April 3, 2023. Per Sjödel until April 3, 2023.

<sup>2</sup> Antti Jääskeläinen since August 1, 2024. Timo Karppinen as Interim CEO since March 21, 2024, until July 31, 2024. Turcka Kuusisto until March 20, 2024.

<sup>3</sup> Timo Karppinen Deputy Managing Director since August 1, 2024. Interim CEO since March 21, 2024, until July 31, 2024. Remuneration paid during the time in the Interim CEO position was EUR 210,525.

<sup>4</sup> Posti’s total employee benefits deducted by pensions and other social expenses and divided by amount of full-time equivalent personnel.

## Board of Directors Remuneration and Supervisory Board Remuneration 2025

### Board of Directors Remuneration

The Board of Directors is responsible for the management of the Company and the proper organization of its operations. Remuneration for the Board of Directors is approved annually at the Annual General Meeting (AGM) of shareholders.

Starting from AGM 2026, AGM will decide on the Board remuneration based on a proposal submitted by the Shareholders' Nomination Board. As before the Listing, the AGM decision on Board remuneration will cover the period extending to the following year's AGM.

For their term of office from AGM 2025 until AGM 2026, the Board members received a monthly fee (based on their role) and an additional meeting attendance fee. In connection with the Listing, Posti personnel including the Leadership team and the Board of Directors were offered an opportunity to subscribe for Company shares at a 10% discount to the listing price. The Board of Directors subscribed 28,201 shares through the personnel offering. The benefit received by the Board of Directors in the form of discount in the subscription price was EUR 21,151. The Board members did not receive other benefits from Posti.

### Remuneration in EUR payable to Board members determined at the 2025 AGM

EUR	Remuneration/month	Remuneration/meeting*
Chair of the Board of Directors	4,400	600
Deputy Chair of the Board of Directors	2,600	600
Member of the Board of Directors	2,200	600
Member of the Committee	-	600
Committee Chair other than Chair of the Board of Directors or Deputy Chair of the Board of Directors	2,600	600

\*Meeting fee for other than domestic on-site meetings will be paid in double, i.e., EUR 1,200 per meeting.

## Board of Directors Remuneration 2025

EUR	Monthly remuneration, total	Meeting fees: Board of directors	Meeting fees: Committee	Total
<b>Sanna Suvanto-Harsaae (Chair)</b> Strategy Committee (Chair) Personnel Committee (Chair)	51,300	13,200	13,200	77,700
<b>Jukka Leinonen (Deputy Chair)</b> Strategy Committee Personnel Committee	30,700	9,000	11,400	51,100
<b>Mervi Airaksinen (since March 24, 2025)</b> Audit, Risk and Sustainability Committee (since March 24, 2025)	19,800	7,800	3,000	30,600
<b>Raija-Leena Hankonen-Nybm</b> Audit, Risk and Sustainability Committee (Chair) Strategy Committee	30,700	9,000	9,600	49,300
<b>Kari-Pekka Laaksonen (until March 24, 2025)</b> Audit, Risk and Sustainability Committee (until March 24, 2025)	6,400	1,200	600	8,200
<b>Frank Marthaler</b> Audit, Risk and Sustainability Committee	26,200	12,000	3,600	41,800
<b>Tuomas Mäkipeska (since March 24, 2025)</b> Audit, Risk and Sustainability Committee (since March 24, 2025)	19,800	7,800	3,000	30,600
<b>Minna Pajumaa</b> Personnel Committee Strategy Committee	26,200	8,400	11,400	46,000
<b>Anni Ronkainen (until March 24, 2025)</b> Personnel Committee (until March 24, 2025)	6,400	1,200	1,200	8,800
<b>Stefan Svensson</b> Personnel Committee	26,200	11,400	4,200	41,800
<b>Hanna Vuorela (until March 24, 2025)</b> Audit, Risk and Sustainability Committee (until March 24, 2025)	6,400	1,200	600	8,200
<b>Satu Ollikainen (until September 25, 2025)</b> Employee Representative		8,400		8,400

### Supervisory Board Remuneration

Until the Listing, Posti Group had a governance model in which the management of the Company was supervised by the Supervisory Board. The remuneration of the Supervisory Board was approved annually at the AGM. Supervisory Board members received a fixed fee based on meeting attendance and they did not receive other benefits from the Company.

Meeting compensation in EUR payable to Supervisory Board members determined at the AGM in 2025 was:

<b>EUR</b>	<b>Fixed fee/meeting</b>
Chair of the Supervisory Board	800
Deputy Chair of the Supervisory Board	600
Member	500

Supervisory Board members do not receive other benefits from Posti.

The term of the Supervisory Board members who were elected by AGM 2025 ended on October 9, 2025 in connection with the Listing and no meeting fees accrued for its members thereafter. Between AGM 2025 and the end of their term, the members of the Supervisory Board were paid the following fees in total:

### Supervisory Board Remuneration 2025

<b>EUR</b>	<b>Fixed fee/meeting</b>
Aleksi Jääntti	500
Anders Norrback	500
Jorma Piisinen	500
Mia Laiho, Chair	800
Milla Lahdenperä	500
Mika Riipi	500
Paula Werning, Deputy Chair	600
Sari Tanus	500
Tiina Elo	500
Timo Furuholm	500
Timo Suhonen	500
Tomi Immonen	500

## Remuneration of the President and CEO and Deputy Managing Director in 2025

The Board of Directors decides on the remuneration of the President and CEO and the Deputy Managing Director based on the proposal of its Personnel Committee.

The President and CEO's and the Deputy Managing Director's variable pay earning opportunity is based on a combination of short-term and long-term targets which are balanced between long-term value creation and efficient achievement of short-term goals. Founded on the principles described in the Introduction above, the target setting of the President and CEO's and the Deputy Managing Director's variable pay is designed to support the achievement of Posti's strategic goals and sustainability strategy, to maximize shareholder value creation in the long term and to reward for excellent performance.

In the financial year 2025, the President and CEO's and the Deputy Managing Director's remuneration consisted of a fixed salary (including fringe benefits) and variable pay. Variable pay may be based on short-term and long-term incentive plans. Until the Listing, the maximum amount of paid variable compensation in relation to fixed salary was determined based on the Finnish state's remuneration guidelines applicable at any given time and was until the Listing capped at 120% of annual base salary. At target level, paid variable compensation equalled to 50% of annual base salary. The President and CEO has no supplementary pension. In connection with the Listing, the Board of Directors decided that the maximum amount of paid variable compensation is capped at 200% of annual base salary (100% at the target level).

The President and CEO and the Deputy Managing Director along with the other members of Posti Group's Leadership Team received a cash bonus in connection with the personnel offering, which was arranged in connection with the Listing (the "Listing Incentive"). The Listing Incentive was a one-off plan related to the completion of the Listing and had one cliff vesting criterion as a condition for the payment of the reward: the successful completion of the Listing. The amount of the reward paid based on the plan both for the President and CEO and the Deputy Managing Director was 100 percent of the regular annual base salary of April 1, 2025. The payment of Listing Incentive was conditional on the completion of the personnel offering and the Listing. The President and CEO and the Deputy Managing Director had stated that they were to use the net amount of the Listing Incentive for share

subscription in the personnel offering. Further details of the amount paid as Listing Incentive have been presented in the table on the following page.

The President and CEO and the Deputy Managing Director made share subscriptions in the personnel offering. The subscription price in the personnel offering was 10% lower than the sales price in the public share sale in connection with the Listing. This discount in the subscription price constituted a non-taxable benefit to the Company's personnel in Finland to the extent they subscribed shares in the personnel share offering. The President and CEO subscribed a total of 71,202 shares in the personnel offering, of which 29,029 shares were subscribed with the Listing incentive proceeds. The benefit received by the President and CEO in the form of discount in the subscription price was EUR 53,402. The Deputy Managing Director subscribed total of 28,348 shares in the personnel offering, of which 21,722 shares were subscribed with the Listing incentive proceeds. The benefit received by the Deputy Managing Director in the form of discount in the subscription price was EUR 21,261.

The principles and rules regarding remuneration of the President and CEO also apply to the Deputy Managing Director except that after the Listing the variable pay earning opportunity of the President and CEO and the Deputy Managing Director have been differentiated in accordance with normal market-based practice and as described below.

Throughout the financial year 2025 and continuing on the publication date of this Remuneration Report, Antti Jääskeläinen serves as the President and CEO and Timo Karppinen as the Deputy Managing Director while also serving as the CFO of Posti Group.

In 2025:

- President and CEO Antti Jääskeläinen was paid a total remuneration of EUR 1,214,322. The relative proportion of fixed pay was 40.6% and variable pay 59.4%. The fixed pay includes a base salary and benefits while variable pay included short- and long-term incentives and a one-off Listing Incentive.
- Deputy Managing Director Timo Karppinen was paid a total remuneration of EUR 884,383. The relative proportion of fixed pay was 35.6% and variable pay 64.4%. The fixed pay includes a base salary and benefits while variable pay included short- and long-term incentives and a one-off Listing Incentive.

The composition of the President and CEO's and the Deputy Managing Director's remuneration paid in, and payable based on, the financial year 2025 are further illustrated in the following tables.

### Total remuneration of the President and CEO and the Deputy Managing Director 2025

EUR	Fixed salary including fringe benefits, holiday pay and insurance benefits*	Short-term bonus related to 2024 performance	Listing incentive**	Long-term incentive relating to performance in 2022–2024	Total
Antti Jääskeläinen	493,282	162,531	510,300	48,209	1,214,322
Timo Karppinen	314,983	146,411	327,600	95,389	884,383

\*During 2025 Antti Jääskeläinen and Timo Karppinen changed part of their holiday bonus to time-off

\*\*Antti Jääskeläinen and Timo Karppinen had stated that they were to use the net amount of the Listing Incentive for share subscription in the personnel offering. Antti Jääskeläinen subscribed 29,029 shares and Timo Karppinen 21,722 shares with Listing incentive proceeds in the personnel offering. The subscription price in the personnel offering was 10% lower than the sales price in the public share sale in connection with the Listing as described on the previous page.

### Remuneration of the President and CEO and Deputy Managing Director paid in 2025

#### Short-term incentive target setting and outcome for the year 2024 paid to the President and CEO and Deputy Managing Director in 2025

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Group adjusted EBITDA	70%	79.8%
	Group net sales	20%	0.0%
Sustainability measures	Group accident frequency rate (LTA0)	10%	0.0%
<b>Total</b>		<b>100%</b>	<b>55.8%*</b>

\*The formulaic outcome under the plan was 33.5% of annual base pay. The bonus paid to the President and CEO Antti Jääskeläinen for 2024 performance from August 1, 2024, to December 31, 2024, was adjusted to 80.0% of annual base pay for the same period. This one-time adjustment was approved by the Board, who have the discretion to adjust the bonus in exceptional circumstances. For Deputy Managing Director Timo Karppinen the formulaic outcome was also 33.5% of annual base pay and the bonus paid was adjusted to 40.5% in recognition of additional responsibilities during the CEO transition, as approved by the Board.

### Listing incentive target setting and outcome paid to the President and CEO and Deputy Managing Director in 2025

One-off plan, separate from the annual short-term incentive plan

Performance measures	Weight	Achieved or Not Achieved
Cliff vesting criterion: Completion of the Listing	100%	Achieved

### Long-term incentive paid to the President and CEO and Deputy Managing Director in 2025

The long-term incentive paid in 2025 is based on the monetary long-term incentive plan (LTI) 2022–2024.

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Profitability (EPS)	50%	42.5%
	Greenhouse gas emissions*	20%	100.0%
Sustainability measures	Employee engagement	15%	33.3%
	Customer satisfaction	15%	6.7%
<b>Total</b>		<b>100%</b>	<b>47.2%**</b>

\*Greenhouse gas emission target covers Scope 1 and 2 emissions

\*\*Antti Jääskeläinen participated in the LTI 2022–2024 plan for year 2024 and monetary outcome is prorated to reflect participation.

## Remuneration of the President and CEO and Deputy Managing Director in 2026

### Short-term incentive accrued to the President and CEO and Deputy Managing Director in 2025 but payable in 2026

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Group adjusted EBITDA	70%	0.0%
	Group net sales	20%	0.0%
Sustainability measures	Group accident frequency rate (LTA0)	10%	37.5%
<b>Total</b>		<b>100%</b>	<b>3.8%</b>

### Long-term incentive reward accrued to the President and CEO and Deputy Managing Director payable in 2026

The long-term incentive reward accrued and payable in 2026 is based on the monetary long-term incentive plan (LTI) 2023-2025.

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Profitability (EPS)	50%	22.9%
Sustainability measures	Greenhouse gas emissions*	20%	100.0%
	Employee engagement	15%	33.3%
Customer related measures	Customer satisfaction	15%	5.6%
<b>Total</b>		<b>100%</b>	<b>37.3%**</b>

\*Greenhouse gas emission target covers Scope 1 & 2 emissions

\*\*Antti Jääskeläinen participated in the LTI 2023–2025 plan for years 2024–2025 and monetary outcome is prorated to reflect participation.

## Outstanding long-term incentives granted to the President and CEO and the Deputy Managing Director

The outstanding long-term incentives granted are set out in the table below. Following Posti's Listing, rewards under the incentive programs may also be settled in shares. The Board has resolved that the LTI 2024–2026 and LTI 2025–2027 rewards for the President and CEO and the Deputy Managing Director will be settled in shares. Under the new Performance Share Plan (PSP 2026–2028) participants may receive Posti Group shares as a reward, subject to the achievement of performance targets set by the Board.

As described earlier, the variable compensation in Posti Group is capped at 200% of annual base salary. Effective from 2026, the President and CEO's and Deputy Managing Director's variable pay maximum has been updated to conform to this pay cap level. Due to this change the absolute total shareholder return (aTSR) has been added as a performance measure to the LTI 2024–2026 and LTI 2025–2027 plans.

Plan	Measures	Weight CEO <sup>4</sup>	Weight Deputy Managing Director <sup>4</sup>	Earning opportunity	Year of payment	Payment method
LTI 2024–2026 Performance period 2024–2026	Profitability (EPS)	41%	45%	Antti Jääskeläinen: 48 600 shares <sup>2</sup> (gross) <sup>3</sup>	2027	Shares
	Greenhouse gas emissions <sup>1</sup>	11%	12%	Timo Karppinen: 27 500 shares <sup>2</sup> (gross) <sup>3</sup>		
	Customer satisfaction	11%	12%			
	Employee engagement	11%	12%			
	Absolute total shareholder return (aTSR)	25%	18%			
LTI 2025–2027 Performance period 2025–2027	Profitability (EPS)	33%	38%	Antti Jääskeläinen: 60 700 shares <sup>2</sup> (gross) <sup>3</sup>	2028	Shares
	Greenhouse gas emissions <sup>1</sup>	9%	10%	Timo Karppinen: 32 500 shares <sup>2</sup> (gross) <sup>3</sup>		
	Customer satisfaction	9%	10%			
	Employee engagement	9%	10%			
	Absolute total shareholder return (aTSR)	40%	31%			
PSP 2026–2028 Performance period 2026–2028	Absolute total shareholder return (aTSR)	40%	40%	Antti Jääskeläinen: 73 000 shares <sup>2</sup> (gross) <sup>3</sup>	2029	Shares
	Cumulative EPS	40%	40%	Timo Karppinen: 39 000 shares <sup>2</sup> (gross) <sup>3</sup>		
	Greenhouse gas emissions <sup>1</sup>	10%	10%			
	Employee engagement	10%	10%			

<sup>1</sup> Greenhouse gas emission target covers Scope 1 and 2 emissions in LTI 2024–2026 and LTI 2025–2027. In PSP 2026–2028 Greenhouse gas emission target covers Scope 1, 2 and 3.

<sup>2</sup> The Board of Directors after the Listing converted the cash-based earning opportunity allocation in this long-term incentive plan to a share allocation.

<sup>3</sup> Gross earning from which the payroll tax is withheld and the net paid in shares.

<sup>4</sup> The presented weightings are rounded, which may cause the total to differ from 100%.

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