



Remuneration Policy

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Posti Group Remuneration Policy

Introduction

Posti Group Corporation (“Posti” or “the Company”) Remuneration Policy offers a framework for remuneration of the Board of Directors (“the Board”) and the President and CEO (“the CEO”) of Posti as recommended on the Finnish Corporate Governance Code and required by the Finnish Securities Market Act and Limited Liability Companies Act. What is stated about the CEO in this policy, shall also apply to a possible Deputy CEO.

Sustainability has long been at the core of Posti’s strategy and is an integral part of Posti’s values and purpose. Posti wants to act responsibly and develop sustainable products and services. This, in accordance with Posti’s sustainability strategy, is among the principles which are also reflected in the performance-based remuneration of Posti’s CEO.

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. Respectively, provisions

concerning remuneration of the Supervisory Board were deleted.

The Remuneration Policy is approved by the Board, based on preparation by the Personnel Committee. The management does not participate in preparing the Remuneration Policy more than as a source of information. The employee representative in the Board does not participate in any consideration, evaluation or implementation of the Remuneration Policy. The Board is responsible for proper execution of the Remuneration Policy while it delegates the preparation and supervision thereof to the Personnel Committee which, in turn, reports to the Board on a regular basis. The Personnel Committee continuously monitors and evaluates the Remuneration Policy in order to ensure its alignment with Posti’s strategy, corporate culture and shareholders’ interests. The Remuneration Policy shall be presented to the shareholders at the Annual General Meeting at least once every four years and whenever significant changes are made to the Policy. The Remuneration Policy amendment in 2025 was approved by an advisory approval by the Extraordinary Shareholders meeting on 18 September 2025.

The Shareholders’ Nomination Board prepares proposals for the Board’s remuneration as part of the Remuneration Policy. The General Meeting makes the final decision on the Board’s remuneration.

Foundation

The Remuneration Policy sets the principles for remuneration that attracts, keeps, and motivates the best possible management to drive the Company’s long-term performance in alignment with shareholder and stakeholder interests and the targeted corporate culture. The Remuneration Policy strives for maximizing shareholder value by ensuring that remuneration is market competitive making it possible to attract and retain the best talent.

The CEO’s compensation principles set out in this Policy, are consistent with the general compensation principles applied to all Posti employees. Remuneration is based on Posti performance that is measured not only based on financial performance, but also on the achievement of Posti’s strategic targets. Additionally, the CEO’s remuneration reflects the competencies and efforts required to fulfill

the requirements of the position. The same principles are applied when determining the compensation of other Posti employees as well. However, the earning opportunity from performance-based incentive plans constitutes a more significant portion of the CEO’s total compensation than the respective portion for a typical Posti employee. Concerning the CEO, the linkage between Posti performance and executive pay is further emphasized to ensure alignment with the shareholders’ interests.

Remuneration of the Board of Directors

The General Meeting decides on remuneration paid to the members of the Board as provided in the Finnish Companies Act. The decision is made for one year at a time and is based on the proposal made by the Shareholders' Nomination Board. Board members receive only fixed remuneration and meeting fees, which can be paid in cash or shares or a combination of cash and shares.

When deciding on the remuneration of board members, the requirements imposed by the company's market situation and the international nature of the work carried out in the board, public nature of the company, and the requirement of increasing the shareholder value must be taken into account.

According to the main principle and unless otherwise decided by the General Meeting, those Board members who are Posti employees do not receive any remuneration for Board work.

In order to align the interests of the Board members with the interests of the Company's shareholders, it is recommended that the Board members would not sell shares of the company received as part of Board remuneration during the tenure as Board membership.

Remuneration of the CEO

Description of the decision-making process

The Personnel Committee is responsible for planning the remuneration of the CEO. The Board takes the final decision on the CEO's remuneration and other terms of employment. The Board also resolves on remuneration payable in shares, provided that it has sufficient authorizations by the General Meeting for share issuance or share transfer. The remuneration of the CEO is executed within the limits of the Policy last presented to the General Meeting unless there are grounds to deviate from the Policy.

The Board sets personal targets for the CEO under the short-term and long-term incentive plans approved by the Board, monitors the fulfilment of these targets and decides the payout thereunder. As a main rule, each decision is made based on a proposal by the Personnel Committee. A person belonging to Posti management must not serve as a member of the Personnel Committee and general rule on conflicts of interest is applicable also in decision-making of remuneration.

General meeting

Decides on the remuneration for the Board of Directors. Authorizes the Board to resolve on remuneration payable in shares.

Board of Directors

Decides on CEO remuneration and other terms of employment. Decides on short-term and long-term incentive plans. Sets the personal targets and approves payouts of these plans.

Personnel Committee of the Board

Prepares CEO remuneration proposals to the Board.

Total remuneration mix

The CEO remuneration aims at providing competitive compensation in line with market practice and reflecting the scale and complexity of the business. The CEO remuneration consists of fixed salary (including fringe benefits) and variable pay. The variable pay elements consist of short-term incentives (STI) and long-term incentives (LTI), combined with share ownership resulting from the long-term incentives. Share-based rewards align the interests of the CEO with the interest of Posti's shareholders. The CEO's total variable compensation paid within a year may not exceed 200% of the CEO's annual base salary. The CEO has no additional pension.

Element	Purpose	Structure
Salary + Benefits	Salary is the fixed part of remuneration.	<p>Total salary includes monthly salary, benefits and holiday pay.</p> <p>Benefits include fringe benefits in accordance with the Company policy (e.g. medical expenses, risk and life insurance, car and mobile phone).</p> <p>Salary and benefits are reviewed annually.</p>
Short-term incentives (STI)	Cash-based bonus to reward for performance within the year, based on the achievement of annual key performance indicators. STI supports the achievement of Posti's strategic priorities and short-term business plan.	<p>Performance is measured for maximum of one year and the reward is paid in cash after the performance period has ended.</p> <p>The short-term bonus targets may be based on Group financial and other annual key performance indicators (including business level targets where appropriate) and individual strategic projects as determined by the Board.</p> <p>Following the year end the Board reviews the performance, determines the target specific achievement and confirms the final pay-out level.</p> <p>The Board has discretion to adjust the formulaic STI outcome under changed circumstances to improve the alignment of pay with value creation for shareholders, and to ensure the outcome is a fair reflection of the individual's performance and Company performance.</p> <p>The CEO may be granted one-off project bonuses for the successful implementation of individual strategic or key projects.</p>
Long-term incentive (LTI)	Incentivizes and rewards over a longer period for sustained performance and sustainable growth and for the achievement of strategic and financial targets. LTI, thus, aligns the interests of the CEO with the interests of the shareholders and supports shareholder value creation in the long term.	<p>LTI plans are normally designed as share-based plans. The LTI plans may at the Board's discretion include one or several plan structures such as, but not limited to, performance-based plans, time-based plans with a retention element and time-based or time- and performance-based plans involving the CEO's own investment in Posti shares. The long-term incentive plan is based on Group performance measured typically over minimum of three years.</p> <p>Following the end of the performance period, the Board reviews the LTI performance and the extent to which the targets have been achieved and confirms the final LTI pay-out.</p> <p>The Board has discretion to adjust the formulaic LTI outcome under changed circumstances to improve the alignment of pay with value creation for shareholders, and to ensure the outcome is a fair reflection of the individual's performance and Company performance.</p>

Performance criteria and target setting

The Board considers Posti's strategy and long-term targets when setting the criteria and targets for short- and long-term remuneration. The criteria selections aim to steer the CEO towards implementation of strategy and achievement of sustainable financial results. Performance criteria shall be based on different financial, operative and strategic criteria. Financial and operative criteria, such as EPS and ROCE, aim to ensure Posti's profitability, operational efficiency and long-term sustainable development. Strategic criteria aim to emphasize the importance of strategic development and business renewal. Posti aims to be at the frontline of developing responsible and sustainable business solutions, which shall be reflected in the CEO's performance-based remuneration.

The Board shall annually set minimum and maximum levels for the chosen criteria and determine the amount of remuneration to be paid upon such levels of performance. When setting the targets, the Board shall also determine how the outcome of each performance criteria is calculated or otherwise determined. The Board confirms the payout levels of the short- and long-term incentive plans.

Long-term incentive timeline

In order to align the executive remuneration with the Company strategy and long-term shareholder value, the total timespan of long-term remuneration is typically a minimum of three (3) years. Each plan period may have one or several performance criteria. Each performance criteria shall have a measurement period of one to three years, depending on what the Board sees appropriate in the strategic phase of the Company at the time of criteria setting. In connection of establishing a new plan, the Board also decides whether the incentive is payable in cash or shares or a combination thereof.

Shareholding recommendation

In order to align the interests of the CEO with the interests of the Company's shareholders, the CEO is expected to retain in his/her ownership at least half of the net shares received under the share-based incentive schemes of the Company until the value of his/her share ownership in the Company corresponds to his/her annual gross base salary at the minimum.

Clawback and deferral

Should the Board consider it necessary, the Board may reduce the rewards payable under Company's incentive plans or defer their payment. It is possible in case of a) exceptional and unexpected events or changed circumstances in Posti or its operating environment, b) unexpected material changes in the Posti's structure or strategy or c) particularly and unexpectedly weak financial result, outlook or distressed financial position.

The Board has the right to cancel a remuneration and recover a remuneration already paid in whole or in part in case of intentional or grossly negligent falsification of the financial or other data, based on which the remuneration was determined, measured or paid.

Contractual arrangements

The Board approves and decides on the contractual arrangements for the CEO. The CEO contract is made until further notice, with a maximum of six (6) months' notice period, and compensation during the notice period and the severance pay, jointly, not exceeding 12 months fixed salary (or another maximum amount as determined in the State's remuneration guidelines).

Exceptional circumstances

It is in the interest of Posti and its shareholders that the Board may temporarily deviate from certain principles defined in the Remuneration Policy. Hence, the Board may deviate from the Remuneration Policy in case of recruitment of a new CEO; significant merger, acquisition, de-merger, sale of assets or other corporate transaction or corporate restructuring event; significant change in Posti's strategy; or changes in legislation, regulation, taxation or equivalent.

Changes may apply to remuneration components, contract clauses, incentive plan structures and mechanisms, as well as incentive plan timelines, criteria and earning opportunities, as seen necessary in order to ensure the development of the long-term shareholder value of Posti.

Any deviation from the Remuneration Policy shall be communicated transparently to the shareholders. If the Company considers that a deviation from the Policy has continued longer than temporarily, the Company will prepare a new Remuneration Policy to be presented at the next possible AGM.

Remuneration policy revision and revision history

The Remuneration Policy complies with all applicable laws and regulations as applicable at the time. Should there be a need to change the Remuneration Policy, the changes are prepared by the Personnel Committee and approved by the Board. Any significant changes to the Remuneration Policy shall be described and explained in the Policy and presented as a summary in the next General Meeting.

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