

ROBIT PLC REMUNERATION POLICY

This is Robit Plc's Remuneration Policy, which has been drawn up in accordance with legislation and the Corporate Governance Code. The Remuneration Policy defines the principles for remuneration of Robit Plc's Board of Directors, CEO and possible Deputy CEO.

1. INTRODUCTION

The aim of the Remuneration Policy is to ensure the long-term common interests of the company and its shareholders by hiring, committing and incentivising the senior management to implement Robit Plc's strategy. As a rule, the Remuneration Policy must support Robit Plc's long-term financial success and be consistent with shareholders' interests.

The Remuneration Policy takes into account the terms and conditions of the remuneration and employment relationships of the company's employees, so that the remuneration relationship is fair and has an incentivising effect.

2. DESCRIPTION OF THE DECISION-MAKING PROCESS

Preparation and approval

The Personnel Committee of the Board of Directors of Robit Plc prepares the Remuneration Policy and any material changes thereto. The Personnel Committee consults the Shareholders' Nomination Committee on the section of the Remuneration Policy concerning the remuneration of the Board of Directors. Robit Plc's Board of Directors discusses and presents the Remuneration Policy and its material changes to Robit Plc's Annual General Meeting as needed; however, at least once every four years. The Annual General Meeting makes an advisory decision on whether to support the proposed Remuneration Policy. Shareholders may not propose any changes to the Remuneration Policy presented to the Annual General Meeting. If the majority of the Annual General Meeting fails to support the Remuneration Policy presented to it, the revised Remuneration Policy shall be presented to the next Annual General Meeting at the latest. In this case, the decision on the remuneration of the Board of Directors and the CEO is based on the Remuneration Policy presented to the Annual General Meeting until the revised Remuneration Policy has been discussed by the Annual General Meeting.

Monitoring

Robit Plc's Board of Directors annually evaluates the Remuneration Policy and its need for updating, use and implementation with regard to the remuneration of the CEO and any Deputy CEO. Robit Plc's Shareholders' Nomination Committee evaluates the Remuneration Policy and its need for updating, use and implementation with regard to the remuneration of the Board of Directors.

The Personnel Committee monitors the implementation of the Remuneration Policy annually and, if necessary, submits its proposal for measures to the Board to ensure the implementation of the Remuneration Policy. Each year, the Board of Directors submits to the Annual General Meeting a Remuneration Report prepared by the Personnel Committee, which allows shareholders to assess the implementation of the Remuneration Policy at Robit Plc. The Annual General Meeting decides on the approval of the Remuneration Report. The decision on the Remuneration Report of the Annual General Meeting is advisory.

Implementation

Robit Plc's Shareholders' Nomination Committee prepares proposals for the Annual General Meeting regarding the remuneration and other financial benefits of Robit Plc's Board of Directors and its committees. Robit Plc's Annual General Meeting decides on the remuneration and other financial benefits of the members of the Board of Directors and its committees.

Robit Plc's Personnel Committee prepares matters concerning the remuneration of the CEO and any Deputy CEO for Robit Plc's Board of Directors, which decides on the remuneration, other financial benefits and the grounds for performance-based and share-based remuneration schemes.

In share-based remuneration schemes, the issuance of shares, options or special rights entitling to them is based on the decision of the Annual General Meeting or, as authorised by the Annual General Meeting, the company's Board of Directors.

The decisions on the remuneration of the members of the Board of Directors and the CEO and possible Deputy CEO are based on the Remuneration Policy presented to the Annual General Meeting.

Conflicts of interest

Robit Plc's Shareholders' Nomination Committee makes a proposal regarding the remuneration of the Board of Directors to the Annual General Meeting. The decision on the remuneration of the Board of Directors is made by the Annual General Meeting of Robit Plc.

The company's CEO and any Deputy CEO cannot participate in the consideration of a matter concerning their own remuneration or in the decision-making relating thereto.

3. DESCRIPTION OF REMUNERATION TO THE BOARD OF DIRECTORS

The remuneration of Robit Plc's Board of Directors may consist of one or more elements, such as monthly or annual cash compensation, possible meeting fees and other fees decided by the Annual General Meeting related to the meetings of the Board of Directors or its committees. The Annual General Meeting may decide or authorise the Board of Directors of the company to decide on the payment of remuneration in whole or in part in the form of shares of the company or special rights entitling to shares. In addition to meeting fees, the company compensates the members of the Board of Directors for reasonable travel expenses.

4. DESCRIPTION OF REMUNERATION TO THE CEO

a. Remuneration components used in remuneration, their relative shares and the criteria for determining variable remuneration components

The CEO has a written CEO's service contract, under which remuneration may consist of a fixed salary and benefits in kind, short-term and long-term variable remuneration, and pension benefits. Fixed remuneration is the monthly basic salary, including benefits in kind. A part of the fixed salary can be paid in Robit Plc shares within the framework of the authorisation given to the Board of Directors by the General Meeting of Robit Plc. In addition, the remuneration package includes employee benefits in accordance with the company's current policy (e.g. telephone benefit, sports benefit, and travel, accident and medical expense insurance).

Variable remuneration consists of short-term and long-term remuneration schemes. The structure of variable remuneration is decided by the Board of Directors.

The objectives of the short-term variable compensation scheme are defined by the Board of Directors for each earning period (typically a calendar year). The objectives are based on Robit Plc's financial and/or other operational objectives such as to promote the company's business and financial success. The reward paid on the basis of short-term variable remuneration is paid to the CEO in cash after the end of the earning period.

The purpose of the long-term variable remuneration scheme is to encourage the CEO to manage the company in such a way that its strategically important objectives are achieved. The targets are based Robit Plc's long-term strategic goals such as to promote Robit Plc's long-term financial success. The implementation of the objectives and related indicators are regularly monitored. Long-term incentives can consist of share-based incentive plans based on both performance and commitment. Any rewards may be paid in shares, in a combination of shares and cash, or entirely in cash. The Board of Directors decides on

the earning criteria of each scheme and the targets set for each criterion at the beginning of each earning period. The earning and commitment periods last for several years in total.

In the short-term and long-term remuneration schemes, incentives can be scaled above the fixed salary at the target level.

The maximum amount of short-term variable remuneration cannot exceed 60% of the CEO's fixed annual earnings. The maximum amount of long-term variable remuneration cannot exceed 200% of the CEO's fixed annual earnings.

In share-based compensation schemes, the dimensioning takes place at the beginning of the earning period. The realised amount is dependent on the fulfilment of the earning criteria. When the value of the share changes, the value of the reward paid increases or decreases.

b. Other key terms and conditions applicable to the position

The Board of Directors of Robit Plc decides on the other terms and conditions of the CEO's employment. The CEO's notice period and the amount of severance pay have been agreed in the CEO's written service contract, and their principles and amounts are subject to the normal CEO notice periods. The CEO's service contract provides for a non-competition clause concerning the CEO.

c. Conditions for deferral and possible clawback of remuneration

The Board of Directors of Robit Plc may decide to defer or recover the remuneration of the CEO if the CEO's employment with Robit Plc ends before the end of the earning period or the subsequent projected period. In addition, the Board of Directors has the right, for a weighty reason, to reduce, cancel or recover fees already paid, if their granting is related to financial reporting or otherwise to a significant operating situation that has affected the remuneration.

5. CONDITIONS FOR TEMPORARY DEVIATION

A temporary deviation from the Remuneration Policy may be made when it is done to ensure the long-term benefits of the company. Such situations may occur, for example, in connection with the change of the CEO, significant corporate arrangements and significant strategic changes due to internal or external factors. The Remuneration Policy may also be deviated from due to regulatory changes, for example in regard to taxation.

In exceptional cases, the Board of Directors of Robit Plc decides on changes other than those pertaining to the remuneration of the Board of Directors. Decisions on the deviation from the remuneration of the Board of Directors are made by the Annual General Meeting. In an exceptional situation, the Board of Directors presents the deviations and their grounds to the next possible Annual General Meeting of the company, in addition to which they are reported in the next Remuneration Report.

If the deviation from the Remuneration Policy is estimated to continue longer than temporarily, the company will prepare a new Remuneration Policy, which will be discussed at the next possible Annual General Meeting.

In addition, Robit Plc may make non-substantial changes to the Remuneration Policy without presenting the amended policy to the Annual General Meeting. Such permitted non-substantial changes include changes of a technical nature to the decision-making process or terminology relating to remuneration. A change in legislation may also be grounds to make non-substantial changes to the Remuneration Policy for Governing Bodies.