



20
25



**GASUM
GOVERNANCE AND
REMUNERATION**

Corporate governance

Gasum Ltd's corporate governance is based on the Articles of Association, the Limited Liability Companies Act, the rules issued by the Ownership Steering Department of the Prime Minister's Office and other legislation and regulations on the governance of limited liability companies. The State of Finland was the only shareholder of Gasum during 2025.

Gasum's governance bodies

The Group's corporate governance system is based on the general meeting of shareholders, the Board of Directors of the parent company and its two committees (the Audit and Risk Committee and the HR Committee) as well as the CEO, the Gasum Management Team and the governance bodies of the subsidiaries.

General meeting of shareholders

At Gasum, the highest decision-making power is exercised by the shareholders at the general meeting of shareholders where they take part in the company's direction and supervision. The general meeting of shareholders holds an ordinary meeting at least once a year (Annual General Meeting). The Annual General Meeting takes place following the completion of the financial statements at a location and on a date within six months after the end of the financial year proposed by the Board of Directors. In accordance with the Finnish Limited Liability Companies Act, the general meeting of shareholders is convened by the Board of Directors.

At the Annual General Meeting, the financial statements and auditor's report are presented, the financial statements for the

preceding period are adopted, and the company's sustainability report and governance and remuneration report are considered. In addition, decisions are made at the meeting on the company's use of profit, the discharge from liability of the members of the Board of Directors and the CEO, the appointment of the members of the Board of Directors and the auditor as well as their remuneration.

An extraordinary general meeting of shareholders may be convened by the Board of Directors when regarded as necessary by the Board. An extraordinary general meeting may also be required by the auditor as well as by shareholders representing more than 10% of the company's shares to consider a matter proposed by them. During the period under review, one general meeting of shareholders was held, and the sole shareholder made one written decision without holding a meeting.

Board of Directors

Every year, the general meeting of shareholders of Gasum Ltd appoints a Board of Directors that, according to the Articles of Association, has a minimum of three and a maximum of eight members. The duty of the Board of Directors is to direct the company in accordance with legislation and state ownership steering rules and in compliance with the Articles of Association and decisions made by the general meeting of shareholders. According to the Articles of Association, the chair and a possible

deputy chair of the Board of Directors are also elected by the general meeting of shareholders.

The members of the Board of Directors are elected for a term of one year commencing at the end of the Annual General Meeting and ending at the end of the next Annual General Meeting following the election. The Board of Directors constitutes a quorum when more than half of the members are present at a meeting.

The Annual General Meeting of Gasum Ltd on 4 April 2025 confirmed the number of members of the Board of Directors as being six. Existing members Sirpa-Helena Sormunen, Erkka Repo, Jari-Pekka Punkari, Ari Vanhanen, Elina Kivioja and Jukka Pahta were re-elected as members of the Board. Sirpa-Helena Sormunen was re-elected as the Chair, Erkka Repo was re-elected as the Deputy Chair.

On 1 December 2025 Gasum Ltd's shareholder appointed Petri Vihervuori as member of the company's Board of Directors to replace Jari-Pekka Punkari, who stepped down from the Board.

The Board of Directors had 17 meetings during the 2025 reporting period. The average meeting attendance rate among the Board members was 100%.

Board committees

Audit and Risk Committee

The company has an Audit and Risk Committee established by the Board of Directors and assisting the Board of Directors. The task and purpose of the Audit and Risk Committee is going through

and preparing matters relating to finances, internal audit and risks for decision-making by the Board of Directors. Focal areas in the Committee's tasks are financial administration, financial and sustainability reporting processes, financial audit, risk management and internal audit.

During the 2025 reporting period, Erkkä Repo continued to serve as the Chair of the Audit and Risk Committee and Jukka Pahta and Jari-Pekka Punkari continued to serve as members. As of 1 December 2025, Petri Vihervuori replaced Jari-Pekka Punkari in the Committee.

The Audit and Risk Committee had seven meetings during 2025. The average meeting attendance rate among the Audit and Risk Committee members was 100%.

HR Committee

The company also has an HR Committee established by the Board of Directors and assisting the Board of Directors. The HR Committee's tasks include preparing matters pertaining to personnel and remuneration for the Board of Directors and supervising the composition of the boards of directors of subsidiaries. The Committee's responsibilities include the assessment of the human resources strategy and remuneration scheme and of the performance of the company's management.

During the 2025 reporting period, Sirpa-Helena Sormunen continued to serve as the Chair of the HR committee and Elina Kivioja and Ari Vanhanen continued to serve as members.

The HR Committee had four meetings in 2025, and the average meeting attendance rate among the Committee members was 100%.

Chief Executive Officer and Gasum Management Team

The Board of Directors of Gasum appoints the company's Chief Executive Officer (CEO) and decides on the terms and conditions of the CEO's contract. The CEO is an official company body under the Finnish Limited Liability Companies Act that sees to the executive management of the company in accordance with the instructions given by the Board of Directors. The duties of the CEO include the direction and supervision of the Group's business, preparation of matters for consideration by the Board of Directors, and implementation of decisions made by the Board of Directors. In accordance with the Limited Liability Companies Act, the CEO sees to it that the company's accounts are in compliance with the law and that its financial affairs have been arranged in a reliable manner.

During the reporting period 2025 Mika Wiljanen served as Gasum's CEO.

The Gasum Management Team (GMT) is responsible for Gasum's operational management under the leadership of the CEO. During the 2025 reporting period, the GMT had seven members in addition to the CEO. The members of the GMT are appointed by the CEO.

The GMT is tasked with providing the CEO with support in strategy implementation and the coordination of the Group's operations in accordance with the adopted guidelines. As a general rule, the GMT meets twice per month. In addition to this, the GMT has separate meetings to examine the implementation of the Group strategy.

Risk management

Risk management is an integral part of Gasum's management processes and good corporate governance.

We regard risk management as an integral and proactive way to manage uncertainties regarding our business. All employees make decisions every day that consist of many different risk elements. The decision-maker carries the responsibility for risks involved in the decision. In order to help Gasum's employees and management to make conscious decisions and have a comprehensive understanding of risks related to the business, Gasum uses the formalized Enterprise Risk Management (ERM) framework to not only identify risks but also to assess and manage them.

The Enterprise Risk Management Policy, together with the Gasum Code of Conduct, outlines the company's risk management principles and frameworks. These are complemented by other risk policies approved by the Board of Directors: the Commodity Risk Policy, Counterparty and Credit Risk Policy and Group Treasury Policy.

The goals of Gasum's risk management are:

- to improve the identification of threats and opportunities when setting business objectives and targets
- to set the risk levels for major risk classes
- to increase the likelihood of achieving Gasum's business objectives and targets
- to improve governance
- to comply with legal and regulatory requirements, relevant to Gasum's business, and international norms
- to enhance health, safety, and environmental performance
- to ensure organizational resilience.

Risk Governance

Gasum's Board of Directors oversees risk management and sets risk appetite by approving risk policies and risk limits. The CEO is responsible for organizing risk management. Business and support units and their heads are responsible for risk management in the first line through identifying and managing risks in their respective areas of responsibility.

The Risk Management function supports business in risk management in the second line through facilitating risk processes, providing risk management frameworks, ensuring visibility into the Group's crucial risks and monitoring and reporting key risks. Other second line supporting functions - such as Legal & Compliance, business control and HSEQ - support management in risk management in their respective areas.

All Gasum units have an appointed an Ethics, Compliance and Risk responsible, who supports management as well as the Risk Management and Compliance functions in risk management topics.

Risk management process and principles

Gasum's risk management process includes identification of risks, assessments of them, and ensuring that there is a plan to manage and mitigate the identified risks. The significance of risks is assessed as a combination of probability and impact of the potential risk or incidence.

The effectiveness of the actions is evaluated and the risk is reassessed against these results. The risk identification and assessment process is executed and reported in a systematic manner. The most significant group level risks and their development is reported to the Audit and Risk Committee on a quarterly basis.

Internal audit

Internal audit is an independent assurance and consulting activity that reports directly to the Audit and Risk Committee of the Board of Directors. Gasum uses external resources to perform internal audit.

Gasum risk management governance



Report on remuneration

The Gasum Group's report on remuneration presents the company's decision-making procedure for remuneration as well as the key principles of the remuneration framework. The report includes the salaries and remuneration paid to the members of the Board of Directors, the CEO and the members of the Gasum Management Team in 2025. In addition, the report provides an overview of employee remuneration.

Our strategy provides the guidelines for our journey towards new business opportunities and a carbon-neutral future. We have a shared purpose for our work: cleaner energy.

To succeed, the company needs motivated and inspired personnel and management. Good leadership and competitive, fair and transparent remuneration are key factors in Gasum's success and continuous improvement of operations.

Remuneration principles

The remuneration of personnel within the Gasum Group is based on the Group's remuneration principles and the remuneration principles laid out by the Ownership Steering Department of the Prime Minister's Office. The company aims for a target-oriented company culture where the entire personnel understand the company's strategy and objectives, the ways in which individuals can affect results, and the connection between business performance and remuneration.

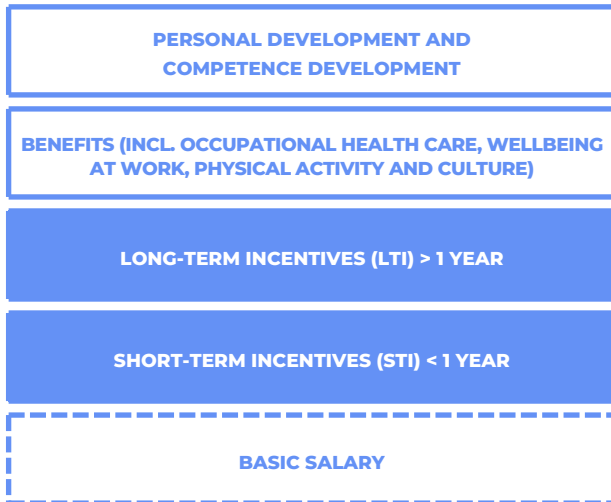
Key principles of remuneration

Good leadership	We encourage every employee to assume responsibility for their own work and personal development. We set clear and ambitious targets. We create the right conditions for everyone to succeed in their work and reach their targets. Everyone in our company can influence their own work, targets and responsibilities. Good leadership, feedback and meaningful work support employees' success in their role.
Performance-based remuneration	We set clear and measurable targets concerning individual performance in line with the company's strategy and the principles of good leadership. We use short- and long-term incentives. We reward achievements in the implementation of the Gasum strategy and the achievement of business targets and changes.
Competitive remuneration	We want to be an attractive employer. Our remuneration and incentive systems aim to attract and commit top talents to our company. We make sure our remuneration is competitive. The base of the basic salary is formed by the complexity and responsibilities involved in the work.
Compliance	Our performance and remuneration processes are based on the local legislation and relevant collective agreements of each of our operating countries. Our reward policy is in compliance with state ownership steering guidelines.
Communication	We emphasize open and regular communication in company, team and individual performance.

The remuneration principles have been designed to provide incentives for profitable operations in accordance with the company's purpose and values, advance the achievement of the strategic business objectives and reward for good performance.

At Gasum, remuneration is based on total remuneration which may, in addition to the basic salary, include short- and long-term incentive programs linked to company-wide and personal targets. The remuneration system also includes other benefits and bonuses. The company's total remuneration model is presented below:

Total remuneration model



The company's remuneration policy is in compliance with state ownership steering guidelines and its aim is remuneration that is based on genuine profitability, provides incentives for the entire personnel and is transparent. In line with state ownership steering policies concerning remuneration, remuneration of the management and personnel is a tool of the Board of Directors promoting the achievement of targets and long-term growth in the value of the company.

The total amount of variable remuneration in accordance with targets may annually be a maximum of 40% of the recipient's fixed annual salary. If the performance of the company as well as of the recipient is exceptionally strong and significantly exceeds the targets, the total maximum amount of variable remuneration payable may annually be a maximum of 80% of the fixed annual salary.

Decision-making procedure for remuneration

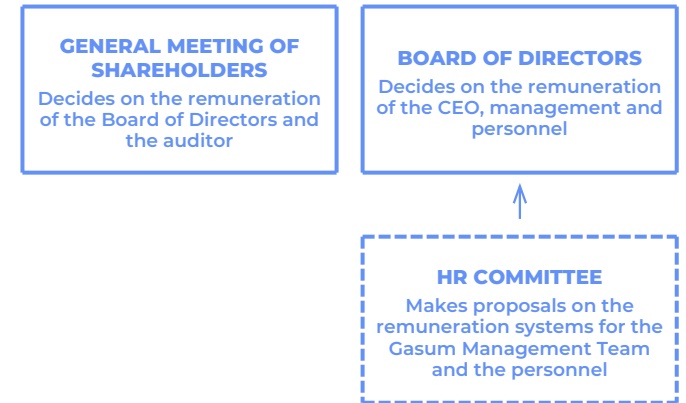
The general meeting of shareholders decides on the remuneration of the members of the Board of Directors and the auditor. The Board of Directors decides on the remuneration of the management and personnel. As an owner, the State does not make decisions on remuneration. Gasum's HR Committee makes proposals on the remuneration systems for the Gasum Management Team and the personnel, and these and the remuneration principles are confirmed annually by the Board of Directors. Decisions on the remuneration of the CEO are made by the Board of Directors.

Short- and long-term incentive programs

The Board of Directors of Gasum approves the performance metrics, their weighings and the targets for both the short-term and long-term incentive plans. In 2025, the short-term incentive program focused on the Group's financial performance, climate impact and strategy execution. In 2025, no long-term incentive programs were in place.

The Government Resolution on the State Ownership Policy of 2024 concerning the remuneration of executive management and key persons has been taken into account in the incentive programs.

Decision-making procedure for remuneration



Remuneration of the CEO and Gasum Management Team

The CEO is a company body in accordance with the Limited Liability Companies Act, and the terms of the CEO's service are specified in the CEO's service contract approved by the Board of Directors. The CEO receives a basic salary and has the opportunity to receive a company car benefit and a telephone benefit.

The CEO's retirement age and pension accrual are determined on the basis of general earnings-related pension legislation. The CEO and members of the Gasum Management Team (GMT) do not have any supplementary pension scheme in addition to statutory pension. The CEO's period of notice is six months for the CEO as well as for the company. If the company gives notice to the CEO, a six-month severance payment is paid in addition to the salary for the period of notice.

In 2025, the remuneration system of the CEO and the GMT consisted of a fixed annual salary and a one-year incentive program. In 2025, the one-year incentive program measured financial results on the basis of profitability, climate impact on the basis of CO2 emissions cuts for customers, and the implementation of the strategy.

The salaries, fringe benefits and incentive bonuses paid to the Gasum CEO and Management Team are itemized in the table below. The variable performance bonus consists of a short-term incentive bonus. The short-term incentive bonuses were based on targets set and results achieved in 2024.

Remuneration of the Board of Directors

The composition and remuneration of the Board of Directors were decided by the Annual General Meeting on 4 April 2025. Each member of the Board of Directors is paid a fixed monthly remuneration and meeting attendance fees. Meeting attendance fees are also paid for meetings of committees assisting the Board of Directors.

The fixed remuneration paid on the basis of the decision by the Annual General Meeting held on 21 March 2024 for the Board's operating period ended 4 April 2025 to the chair of the Board of Directors was EUR 3,000 a month, to the deputy chair EUR 2,200 per month and to the members of the Board of Directors EUR 1,500 a month. The fixed remuneration paid on the basis of the decision by the Annual General Meeting held on 4 April 2025 to the chair of the Board of Directors was EUR 3,200 a month, to the deputy chair EUR 2,000 per month and to the members of the Board of Directors EUR 1,700 a month. The meeting attendance fee paid to the chair of the Board of Directors and Board members resident in Finland was EUR 600 and to members not resident in Finland EUR 1,200 for the entire reporting period 2025. The telephone and online meeting attendance fee for the chair and all members of the Board of Directors was EUR 600 per meeting. Travel costs of members of the Board of Directors are covered in accordance with the company's Travel Regulations.

The table below presents the remuneration paid to the members of the Board of Directors in 2025. The amounts include fixed remuneration and meeting attendance fees. In 2025, the Board of Directors had 17 meetings, the Audit and Risk Committee had seven meetings and the HR Committee had four meetings.

CEO, Group Management team and median total employee remuneration

EUR	Salaries and benefits	Variable performance bonus	Total 2025	Total 2024	Total 2023	Total 2022	Total 2021
CEO Mika Wiljanen	354,429	195,317	549,746	428,338	511,428	294,833	0
Interim CEO Kai Laitinen						55,160	104,080
CEO Johanna Lamminen							472,579
Group Management Team	1,467,003	665,180	2,132,183	2,225,934	2,376,708	2,353,921	2,342,412
Total	1,821,432	806,497	2,681,929	2,654,272	2,888,136	2,703,914	2,919,071
Median total employee remuneration*			65,230	60,000	63,043	59,317	60,015

*Total remuneration includes base salary and incentive payments.

Remuneration of the members of the Board of Directors

EUR	2025	2024	2023	2022	2021
Stein Dale	0	13,800	45,600	50,810	36,600
Elina Engman	0	13,200	46,800	53,400	52,800
Torbjörn Holmström	0	0	0	15,600	33,000
Elina Kivioja	35,400	21,750	0	0	0
Jukka Pahta	34,200	21,150	0	0	0
Minna Pajumaa	0	0	8,100	37,200	35,400
Päivi Pesola	0	0	9,300	45,000	33,000
Jari-Pekka Punkari	32,500	28,800	20,100	0	0
Erkka Repo	39,000	35,910	30,600	21,450	0
Elisabeth Salander Björklund	0	0	0	16,800	34,800
Sirpa-Helena Sormunen	51,000	42,150	20,100	0	0
Ari Vanhanen	32,400	28,200	30,600	38,400	31,800
Petri Vihervuori	1,700	0	0	0	0

Gasum Board of Directors 31 December 2025



SIRPA-HELENA SORMUNEN



born 1959
Chair of the Board
Master of Laws
Trained on the bench
Member of the Board of
Gasum since 31 March
2023, Member of the HR
Committee



ELINA KIVIOJA



born 1964
Member of the Board
M.Sc. (Econ.)
Member of the Board of
Gasum since 21 March
2024, Member of the HR
Committee



JUKKA PAHTA



born 1966
Member of the Board
M.Sc. (Econ.), MBA
Member of the Board of
Gasum since 21 March
2024, Member of the Audit
and Risk Committee



ERKKA REPO



born 1970
Member of the Board
M.Sc. (Econ.)
Member of the Board of
Gasum since 24 April 2022,
Member of the Audit and
Risk Committee



ARI VANHANEN



born 1961
Member of the Board
M.Sc. (Eng.)
Member of the Board of
Gasum since 5 March 2020,
Member of the HR
Committee



PETRI VIHERVUORI



born 1971
Member of the Board
Master of Arts (MA)
Member of the Board of
Gasum since 1 December
2025, Member of the Audit
and Risk Committee

Gasum Management Team 31 December 2025



MIKA WILJANEN



born 1965
CEO
Vocational Qualification in Business
and Administration
Employed by Gasum
since 2022
Member of the Board of Suomen
Urheiluopiston Kannatusosakeyhtiö
(SUK) since 2020
Member of the Board of
Vierumäen Infra Oy since 2020
Member of the Board of
Vierumäki Sports Oy since 2020
Member of the Board of
Vierumäen Kumina Oy since 2020



JACOB GRANQVIST



born 1978
Vice President, Maritime
M.Sc. (Econ.), Master Mariner
Employed by Gasum
since 2019



MIKKO JAATINEN



born 1983
CFO
M.Sc. (Econ.)
Employed by Gasum
since 2025



ANDERS MALM



born 1972
Senior Vice President,
Supply & Trading
DIHM Diploma in Business
Management & Finance
Employed by Gasum
since 2020



TERHI NYYSÖNEN



born 1977
Vice President, Power, IT and Legal
M.Sc. (Food Economics)
Employed by Gasum
since 2021



VILLE PESONEN



born 1976
Vice President, Industry & Traffic
Product Management
M.Sc. (Energy Econ.)
Employed by Gasum
since 2016



OLGA VÄISÄNEN



born 1977
Vice President, Communication
and Sustainability
M.Sc. (Econ.)
Employed by Gasum
since 2011

Gasum



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