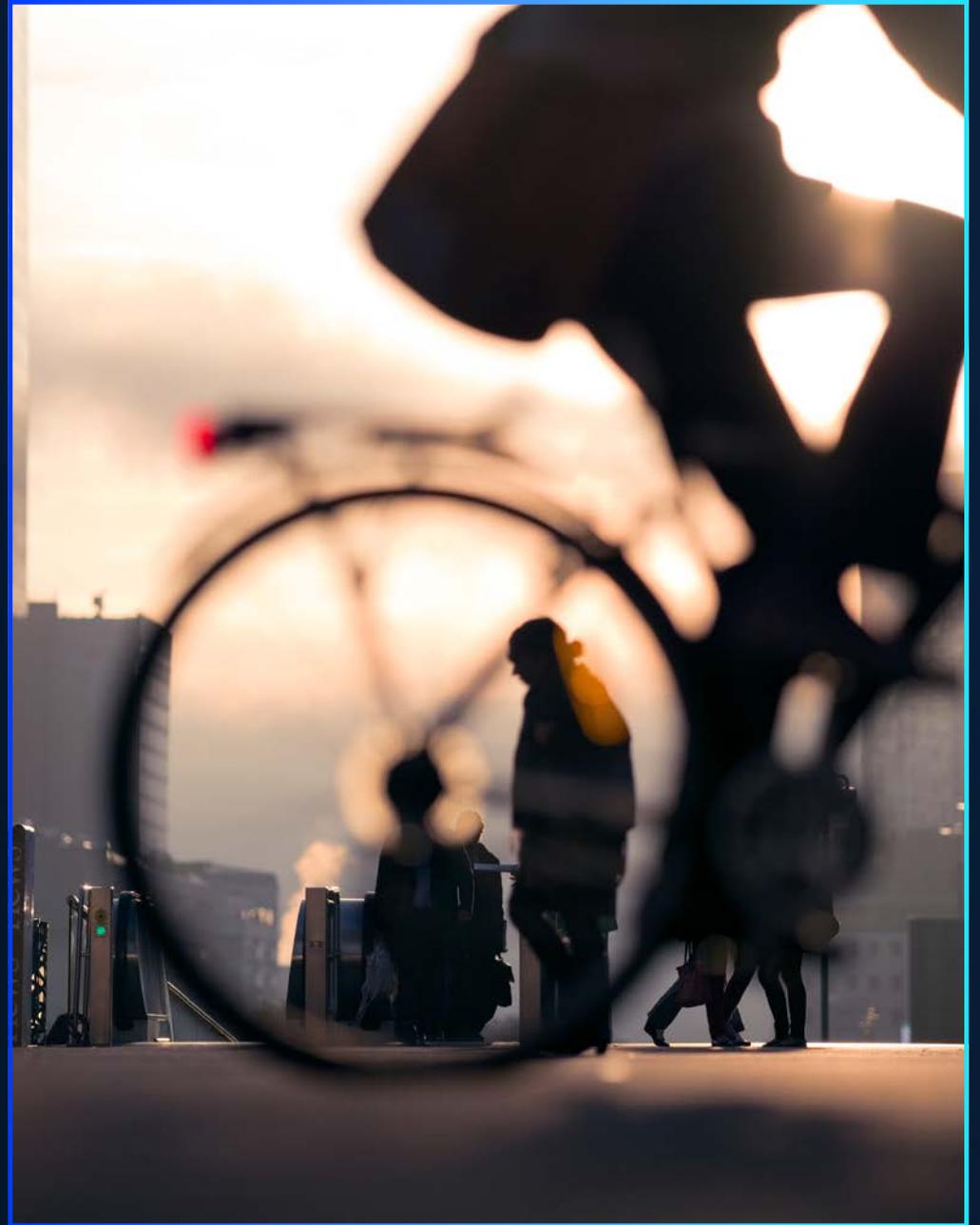


# Remuneration



# Remuneration Report

## Introduction

This Remuneration Report 2025 has been prepared in accordance with the Finnish Corporate Governance Code 2025 (publicly available at <http://cgfinland.fi/en/>) and contains comprehensive information on remuneration of the Board of Directors and the President and CEO. All remuneration information in this report is from 1 January 2025 until 31 December 2025, except that the Board of Directors remuneration is based on their term of office that began in 2025 and will expire at the end of the 2026 Annual General Meeting (as explained in further detail in the F-Secure Corporate Governance Statement 2025).

F-Secure Remuneration Policy, which has been applicable since June 2022, describes the remuneration for the Board of Directors and the President and CEO and the considerations of determining the policy and operation of the policy. Remuneration Policy of F-Secure complies with the recommendations of the Finnish Corporate Governance Code for listed companies, Shareholders' Rights Directive legislation and any other regulations and guidelines concerning remuneration in listed companies. New Remuneration Policy will be presented at the Annual General Meeting in Spring 2026 and is planned to be applicable 2026-2029. The proposal for new Remuneration Policy is available at F-Secure website as a part of the Annual General Meeting material.

According to F-Secure Remuneration Policy, the remuneration for F-Secure management is

designed to advance the business objectives and long-term profitability of the company. F-Secure remuneration in general is based on rewarding for performance and talent. Remuneration is designed to be competitive compared to relevant reference markets, to increase commitment and work engagement and to be consistent across the organization. Incentive schemes are developed to support the company's strategy by aligning the interests of the shareholders and the key employees for strong performance and short and long-term value creation of the company. The remuneration of employees across the company is reviewed regularly with the intention that all employees are paid appropriately in the context of the market and considering their individual performance and competencies.

These principles have been considered in the company's remuneration in the financial year 2025. In 2025, the remuneration of the Board of Directors and the President and CEO complied with the Remuneration Policy, and there were no deviations.

The President and CEO's remuneration follows the same principles as the remuneration of all other employees, and this is evident in the performance criteria set for the variable remuneration. Approximately half of the President and CEO's remuneration package is based on performance. The existing short- and long-term incentive plans are based on the company's financial performance, employee engagement and shareholder value development to ensure a strong link between the company's performance and CEO remuneration. The President and CEO is recommended to hold at least 50% of the shares received as rewards from the long-term incentive programs and to accumulate the shares from the incentive programs until the value of the shares received from the share programs equals the annual

gross base salary of the President and CEO. There are no other restrictions set for the shares received from the share-based incentive programs.

## Remuneration in 2025

The Board of Directors of F-Secure Corporation decided on the establishment of share-based long-term incentive plans targeted to the management and selected key employees of F-Secure. The share-based long-term incentive plans include a Performance Share Plan ("PSP") as the main plan and Restricted Share Plan ("RSP") as a complementary share-based incentive plan for individually selected key employees in specific situations. New plan periods 2025–2027 for PSP and RSP commenced at the beginning of 2025 and include a three-year performance period followed by a possible reward payment. In addition to PSP and RSP the Board of Directors decided on a Performance Matching Share Plan ("PMSP") as an alternative to PSP for selected key individuals, mostly President and CEO and LT members. Members of the Leadership Team and selected key employees can participate in either PSP or PMSP according to their choice, not both plans. PMSP requires initial investment from the participant. The plan commenced in 2025 and includes one performance period, covering financial years 2025–2027. The performance period is followed by a one-year retention period, covering the financial year 2028. The potential rewards from the PMSP will be paid in two equal instalments, first instalment within 5 months after the end of the performance period and second instalment within 5 months after the end of the retention period. The plan includes a guaranteed matching reward (1 reward share to 2 purchased) shares and a possible performance-based matching reward. The share-based compensation is forfeited if the employment relationship is terminated by either party.

The total remuneration paid to the President and CEO in 2025 was EUR 474,330. This included a short-term incentive of EUR 131,712.

At the end of 2025, the President and CEO held 49,986 shares of F-Secure.

### Annual remuneration in 2025

F-Secure's paid average remuneration in 2025 is described in the table below.

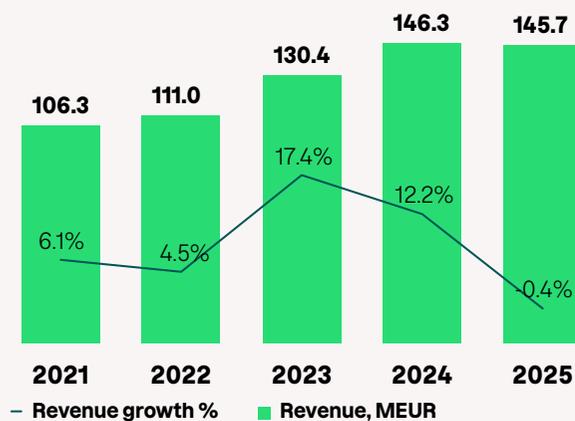
Average annual remuneration (EUR)	2025	2024
President and CEO <sup>1)</sup>	474,330	333,840
Chair of the Board	86,000	80,000
Other Board Members <sup>2)</sup>	41,200	40,500
Average employee <sup>3)</sup>	63,250	76,836

1) Remuneration paid during the financial year, including the base salary as well as short- and long-term incentives bonus.

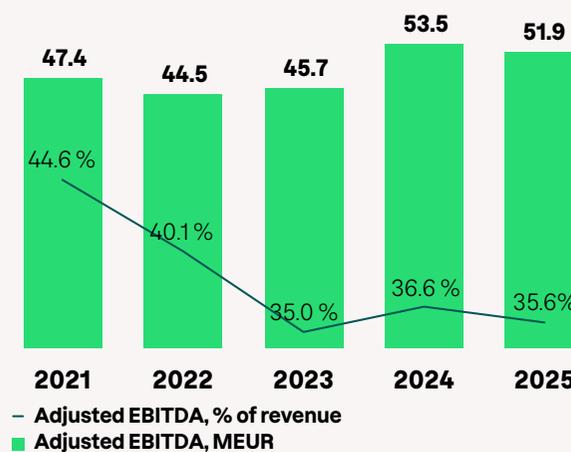
2) The average remuneration paid to the Board Members, excluding the employee Board member.

3) The total wages and salaries, including sales and non-sales incentives, paid / average full-time equivalent headcount during the same period in all countries. The amount excludes end of employment related severances.

### Revenue development 2021-2025



### Adjusted EBITDA development 2021-2025



The key figures are presented combining actuals and carve-out basis for 1-12/2022 and on an actuals basis for financial position at 31 December 2022. For period 2021 financial information is on carve-out basis.

## Remuneration of the Board of Directors

F-Secure's General Meeting, held on 1 April 2025, decided that the remuneration for the Board of Directors of F-Secure shall be paid as follows: EUR 80,000 for the Chairman of the Board of Directors, EUR 38,000 for other members of the Board of Directors, and EUR 12,667 for a member of the Board of Directors employed by F-Secure, EUR 10,000 additional remuneration for the Audit Committee Chair, EUR 4,000 additional remuneration for the Personnel and Nomination Committee Chair, EUR 2,000 additional remuneration for the Audit Committee members, and EUR 2,000 additional remuneration for the Personnel and Nomination Committee members.

Pursuant to the decision by F-Secure's General Meeting in April 2025, F-Secure Corporation repurchased its shares from the market on the 11th and 12th September for and on behalf of F-Secure Board members, in such quantity that represents approximately 40 per cent of the Board's remuneration.

For the Members of the Board of Directors, changes in the holdings of the company shares and rewards paid in shares are reported according to the Market Abuse Regulation. Related stock exchange releases are available on the company's website.

The travel expenses and other costs of the members of the Board of Directors of F-Secure directly related to board work are paid in accordance with F-Secure compensation policy in force from time to time.

Each member of the Board of Directors of F-Secure is paid a predetermined travel fee in addition to travel expenses for meetings held outside their country of residence. A separate meeting fee of EUR 1,000 is paid to the Board members travelling from another country to an on-site meeting within the European continent. If inter-continental travel is required, the fee is EUR 2,000. The travel expenses and other costs directly related to the Board work of the members of the Board of Directors are paid in accordance with the company's compensation policy in force at any given time.

### The Board of Directors Remuneration in 2025 Remuneration for the board term 2025-2026

Member	Annual fee paid in cash, EUR	Annual fee paid in shares, EUR	Annual fee paid in shares, pcs	Meeting fees paid EUR <sup>1)</sup>	Total, EUR
Pertti Ervi	51,601	34,400	20,924	4,000	90,000
Thomas Jul Pfeiffer (1.1.-31.3.2025)				2,000	2,000
Petra Teräsaho	28,801	19,199	11,678		48,000
Tommi Uitto	22,801	15,199	9,245		38,000
Roxana Diaconescu (1.4.-31.12.2025)	24,001	15,999	9,732	3000	43,000
Cornelia Schaufrecker (1.4.-31.12.2025)	24,001	15,999	9,732	3000	43,000
Alessandro Adriani (1.4.-31.12.2025)	24,001	15,999	9,732	3000	43,000
Rachit Mittal (1.4.-31.12.2025)	7,602	5,065	3,081		12,667
Total	182,808	121,860	74,124	15,000	319,667

<sup>1)</sup> The remuneration presented includes travel allowance granted from abroad to board meetings.

## Remuneration of the President and CEO

The remuneration of the President and CEO is decided by the Board of Directors. The main components of the President and CEO's total remuneration are base salary and short- and long-term incentives. In addition, he may participate in the voluntary Employee Share Savings Plan (ESSP) as approved by the Board of Directors. The aim of the ESSP is to encourage employees to acquire and own F-Secure shares, and it is intended to align the interests of the shareholders and the employees as well as to increase employees' long-term commitment to the company.

Salaries and financial benefits paid in and accrued based on 2025 are described below:

EUR	Payments in 2025
Base salary, including fringe benefits	342,618
Pension / Other financial benefits	-
Short-term incentive (STI)	131,712
Long-term incentive (LTI)	-
<b>Total</b>	<b>474,330</b>

**Short-term incentive (STI)** payout for the President and CEO is 50% of annual base salary if targets are met, maximum payout being equal to the annual base salary.

F-Secure Short Term Incentive plan objectives were set for the period of 1 January–31 December 2025. The STI Plan of 2025 for the President and CEO was based on F-Secure 2025 combined revenue and adjusted EBITA growth with 80% weight and

employee Net Promoter Score with 20% weight of total. The overall performance for these two criteria was evaluated and resulted in 11% weighted performance outcome.

In 2025, the President and CEO, Timo Laaksonen received a STI payment in March. The objectives of the plan were 2024 combined revenue growth and adjusted EBITA growth with 80% weight and employee Net Promoter Score growth with 20% weight. The weighted performance for these two criteria for 2024 was 78,4%. The reward was in total EUR 131,712.

STI Plan 2025	STI Target (% of base salary)	Performance Criteria	Weight	Performance	Total Weighted Performance	Payment
STI 2025 (January–December)	50%	Revenue and adjusted EBITA Growth	80%	0%	11%	March 2026
		Employee Engagement (eNPS)	20%	55%		
STI Plan 2024	STI Target (% of base salary)	Performance Criteria	Weight	Performance	Total Weighted Performance	Payment
STI 2024 (January–December)	50%	Revenue and adjusted EBITA Growth	80%	73%	78%	March 2025
		Employee Engagement (eNPS)	20%	100%		
STI Plan 2023	STI Target (% of base salary)	Performance Criteria	Weight	Performance	Total Weighted Performance	Payment
STI 2023 (January–December)	50%	Revenue and adjusted EBITDA growth	80%	0%		February 2024
		Employee Engagement (eNPS)	20%	0%		

**There was no long-term incentive (LTI)** payment made to the President and CEO in 2025. In 2025 the

President and CEO participated in the Performance Matching Share Plan (PMSP) 2025-2028.

#### The President and CEO – Current LTI Plans

Share Plan	LTI Target (pcs of shares)	Performance Criteria	Weight	Performance	Payment
PSP 2022–2024	41,562	Absolute Total Shareholder Return	100%	–	H1/2025
PSP 2023–2025	47,000	Absolute Total Shareholder Return	70%	– / Plan ongoing	H1/2026
		Profitable growth (average revenue growth 2023–2025 (%) and adjusted EBITA 2025 (%))	30%		
RSP 2023–2025	12,373	Fixed share reward amount and a retention period of three years	–	– / Plan ongoing	H1/2026
PSP 2024–2026	82,555	Absolute Total Shareholder Return	50%	– / Plan ongoing	H1/2027
		Earnings per share sum	25%		
		Revenue growth (EUR in 2026 vs proforma 2023)	25%		
PMSP 2025-2028	169,492	Share price development	100%	-/Plan ongoing	H1/2028 & H1/2029

#### The key terms of service of the President and CEO

The contract of the President and CEO is an indefinite contract with a six-month period of notice both ways. If the company terminates the contract for reasons other than a breach of the contract, the President and CEO shall be entitled to receive severance pay equivalent to six months' salary in addition to the salary for the notice period.

The company has obtained a life insurance for the President and CEO with an amount equaling the annual gross salary of the President and CEO.

The President and CEO does not have a supplementary pension plan, and the determination of his pension conforms to the standard rules specified by Finland's Employee Pension Act (TYEL). The President and CEO's retirement age is also determined by the statutory pension system and is 65 years under the applicable Finnish legislation.

#### President and CEO Pay mix 2025

President and CEO Pay mix in 2025 consisted of base pay, including fringe benefits plus a short-term incentive payment. There were no long-term incentive payments due to the payout thresholds were not met.