

The background is a vibrant green with several large, semi-transparent, curved lines that sweep across the frame from the bottom left towards the top right. On the right side, there is a large, detailed dandelion seed head in focus, with many individual seeds and their feathery parachutes visible. Several other dandelion seed heads are scattered across the background, some in focus and some blurred, creating a sense of depth and movement.

# Remuneration Report 2022

Dare to grow.

**Tesi**

## Tesi

- We work for Finnish growth companies.
- We develop and serve the Finnish venture capital and private equity market.
- We want to raise Finland to the forefront of transformative economic growth
- We invest in venture capital and private equity funds as well as directly in growth companies
- We operate on market terms, as a minority owner
- We advance sustainability both in venture capital and private equity industry and in companies
- We strive for a significant social impact
- We share insightful knowledge and knowhow with companies, investors and decisionmakers
- We are a fully state-owned investment company

# Annual Report 2022

Tesi's (Finnish Industry Investment Ltd) Annual Report comprises four sections. All sections of the Annual Report are available in Finnish and English and can be downloaded from our website [tesi.fi](https://www.tesi.fi).

- **Business Overview:**  
Strategy, value creation, investment operations and sustainability
- **Financial Review:**  
Board of Directors' report and Financial Statements
- **Corporate Governance Statement:**  
Corporate governance, internal control, and risk management systems
- **Remuneration Report:**  
Remuneration principles, remuneration of the Board of Directors and the CEO





# Table of contents

Tesi's Annual Report 2022 consists of four sections. This is the Remuneration Report, comprising remuneration principles, remuneration of the Board of Directors and the CEO.

## REMUNERATION REPORT

Introduction.....	5
Salaries and fees 2018–2022.....	6
Board of Directors' fees.....	6
CEO's remuneration.....	6



# Introduction

Tesi's (Finnish Industry Investment Ltd) remuneration is intended to promote achievement of the company's strategic goals, to increase value, and to boost the company's impact. Tesi's remuneration is guided by the government resolutions of Finland's Council of State regarding state ownership policy. Tesi's Board annually decides the remuneration principles, which are also addressed in the General Meeting. Tesi also complies with the applicable provisions of the Securities Market Association's updated Finnish Corporate Governance Code and publishes a remuneration report annually in accordance with these provisions.

The remuneration is planned to be competitive in comparison with the venture capital and private equity sector and other relevant reference groups with a societal dimension. All remuneration complies with the principle of being fair, impartial, and transparent.

**” Tesi's remuneration system applies in its entirety to all the company's personnel.**

Tesi's remuneration system applies in its entirety to all the company's personnel. Tesi's regular monetary remuneration consists of a monthly salary and of an annual bonus based on set targets. The annual bonus is paid as a as a monetary emolument, which can be invested in employees' mutual fund. The company does not have any long-term, results-based bonus scheme, share-based bonus scheme or supplementary pension scheme.

The total aggregated amount of variable remuneration is annually at most 15 per cent of the remuneration recipient's fixed annual salary. If the performance of both the company and the remuneration recipient is exceptionally good, the total aggregated amount of remuneration to be paid in any one year can be a maximum of 30 per cent of fixed annual salary.

Tesi's Annual General Meeting decides on the fees and other economic benefits paid to members of the Board of Directors. The company's Board of Directors decides on the principles and framework for remunerating management and personnel, based on the remuneration committee's proposal.

**” Remuneration is intended to promote achievement of the company's strategic goals, to increase value, and to boost the company's impact.**

## Salaries and fees 2018–2022

	2018	2019	2020	2021	2022
Board of Directors' fees	137	137	133	166	203
CEO's salaries and fees	294	279	290	294	332
Personnel's salaries and fees	3,891	4,178	4,622	5,006	5,820
Financial development, assets under management, MEUR	1,209	1,334	1,861	2,352	2,460
Financial development, number of investments	135	146	197	228	243
Financial development, return on equity investment, %	15	10	25	34	-1.4

## CEO'S REMUNERATION

In 2022, the remuneration paid to the CEO comprised a fixed annual salary and an annual bonus based on performance in 2021. The CEO's employment relationship is subject to notice of termination of six months. A payment equivalent to six months' salary is paid on termination of the CEO's employment in addition to the CEO's salary for the period of notice. The CEO's retirement age is Finland's statutory retirement pension age. The salaries and fees paid to the CEO in 2022 amounted to EUR 332,000. This comprised EUR 275,000 in monthly salary and EUR 57,000 in annual bonus. In addition, the figures include the not only the remuneration of Jan Sasse but also that of Jussi Hattula, who served as the CEO between 25.10.–31.12.2022.

## BOARD OF DIRECTORS' FEES

The Annual General Meeting held on 22 March 2022 decided on the fees to be paid to the Board of Directors as follows: Chair's monthly fee EUR 1,800; Vice Chair's monthly fee EUR 1,000; and member's monthly fee EUR 800; and in addition to these, a meeting fee of EUR 600 for meetings of the Board of Directors and its committees. Travel expenses are reimbursed in accordance with the company's travel regulations.

## Fees paid to members of the Board of Directors 2022

MEMBERS	MEMBERSHIP 2022	COMMITTEE	SALARIES AND FEES, MEMBERSHIP, EUR
Kimmo Jyllilä, Chairperson	1.1.–22.3.	remuneration committee	8,400
Jacob af Forselles, Chairperson as from 22.3.	1.1.–31.12.	remuneration committee	38,800
Riku Huttunen, Vice Chairperson	1.1.–31.12.	remuneration committee	30,600
Mia Folkesson	1.1.–31.12.	remuneration committee	28,800
Anniina Heinonen	1.1.–31.12.	audit committee	24,300
Minna Helppi	1.1.–31.12.	audit committee	24,000
Pauli Kariniemi	1.1.–31.12.	audit committee	23,100
Timo Leino	22.3.–31.12.	remuneration committee	24,500