

## REMUNERATION STATEMENT

This Remuneration Statement has been prepared according to Finnish Corporate Governance code 2015. A new Remuneration Policy prepared according to Corporate Governance Code 2020 will be published and presented to Annual General Meeting of shareholders 2020 for decision making.

### DECISION MAKING PROCESS ON REMUNERATION

F-Secure's general meeting of shareholders decides on the remuneration of the Board of Directors and members of board committees. Board of Directors' Personnel Committee prepares proposals on the Board of Directors remuneration. Based on the personnel committees proposal the Board of Directors proposes remuneration for the general meeting of shareholders.

F-Secure's general meeting of shareholders also decides on authorizations for the Board of Directors to issue shares or special rights entitling to shares or to repurchase F-Secure shares for remuneration and incentive purposes.

#### Authorizations of the Board of Directors

The Annual General Meeting of F-Secure on 19 March 2019 resolved on the Board of Directors' authorization to decide on repurchase of a maximum of 10,000,000 own shares of the company. The board is authorized to deviate from the

proportional holdings of the shareholders (directed repurchase). The repurchased shares may be used on the Board of Directors' decision as part of the company's incentive scheme or otherwise further assigned. The authorization is proposed to be valid until next Annual General Meeting however not longer than until June 30, 2020.

The Annual General Meeting of F-Secure on 19 March 2019 resolved on the Board of Directors' authorization to decide on the issuance of a maximum of 31,000,000 shares or special rights entitling to shares under Finnish Companies Act. The Board of Directors is authorized to deviate from the pre-emptive rights of shareholders (directed issue). The issuance of shares or special rights may be used on the Board of Directors' decision as part of the company's incentive scheme or for other purposes decided by the Board of Directors. The authorization is proposed to be valid until next Annual General Meeting however not longer than until June 30, 2020.

### REMUNERATION OF THE BOARD OF DIRECTORS

Remuneration of the Board of Directors proposal to the company's Annual General Meeting is based on among other things benchmarking data on board compensation reviewed by the Personnel Committee. When reviewing benchmarking data and other market trends the Personnel Committee considers among other things the company's ability to attract and retain highly skilful members to the Board of Directors. For the purposes of further aligning the interests of members of the Board of Directors and the shareholders of the company a significant part of each board members' remuneration is paid in shares of the company.

Approximately 40% of the annual remuneration will be paid in F-Secure's shares. The company will purchase such shares under the name of each member of the Board of Directors directly from the Nasdaq Helsinki stock market where F-Secure shares are publicly traded. The company will pay any applicable asset transfer tax arising from remuneration paid in shares on board members' behalf.

No additional meeting fees are paid to members of the Board of Directors.

For 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 web pages. Full ownership details are reported in connection with the biographical details of the members.

Position	Remuneration Paid in Cash	Remuneration Paid in Shares	Total
Chairman of the Board	48,000 EUR	32,000 EUR	80,000 EUR
Committee Chairmen	28,800 EUR	19,200 EUR	48,000 EUR
Members of the Board	22,800 EUR	15,200 EUR	38,000 EUR
Member belonging to the personnel of the Company	7,600 EUR	5,067 EUR	12,667 EUR

## COMPENSATION OF CEO AND THE LEADERSHIP TEAM

The Board of Directors nominates the Chief Executive Officer and decides on the remuneration and benefits of the CEO. Mr. Samu Konttinen has acted as the CEO since 1 August 2016.

### Key principles of rewarding considering the CEO and Leadership Team members

Compensation of the CEO and other members of the Leadership Team are decided by the Board of Directors. Personnel committee prepares materials and otherwise advises the Board of Directors on remuneration related matters. Changes to Leadership Team members' salaries are proposed by the CEO and changes to CEO's salary are proposed by the Personnel Committee.

The compensation of the CEO and other members of the Leadership Team consists of base salary, benefits, short-term incentives and long-term incentives. The CEO and other members of the Leadership Team are entitled to receive performance based rewards which are paid based on achievements in specific financial and operative criteria set by the Board of Directors. About half of the total compensation of the CEO and other members of the Leadership Team is paid as fixed monthly salary and the rest consists of short and long term incentives and fringe benefits.

F-Secure's compensation systems in general are based on rewarding for performance and competencies. Compensation is designed to be competitive compared to relevant reference markets, increase commitment and work engagement and be consistent across the organization. F-Secure aims to pay at least market level base salaries to attract and retain talent.

F-Secure's short-term incentives are intended to share company's success with employees and increase commitment to company performance. Long-term incentives are a part of F-Secure's key employee incentive and retention program

to is to support company's strategy by aligning the interests of the shareholders and the key employees and to recognize and reward selected employees for strong performance and of future potential for F-Secure. Employee benefit plans are at least on market practice levels to attract talent and increase employee wellbeing.

### Fixed Remuneration of the CEO and the Leadership Team

The fixed remuneration on the CEO and other members of the Leadership Team consists of base salary and fringe benefits. The CEO and other members of the Leadership Team do not receive any additional compensation for their work in the Leadership Team or for acting in other decision making bodies of the Corporation.

#### Base Salary (Monthly Fixed Pay)

Base salary is the core part of the fixed remuneration for the CEO and the members of the Leadership Team. The payments to CEO and the members of the Leadership team are done with the same monthly schedule as for other employees.

#### Fringe Benefits

CEO and other members of the Leadership team have same taxable (e.g car, mobile phone and lunch benefit) and non-taxable fringe benefits which the company offers to its employees in their respective home country.

#### Pensions

Pension accumulation and retirement age of the CEO and other members of the Leadership Team are determined by the terms of the applicable law in each country. Pension payment for the CEO and the Leadership Team members are based on the local laws and practices.

### Terms of notice for the CEO

The period of termination notice for the CEO is six (6) months on CEO's and on the Company's side. Possible termination of CEO's contract does not include any other compensation.

### Variable Compensation and Performance Based Rewarding

The variable compensation of the CEO and the members of the Leadership Team consists of short term incentives and long term incentive programs. The Board of Directors decides on the terms and conditions, the earning criteria and the payment of the rewards from the plans.

#### Short Term Performance Based Incentive programs (STI)

The target reward for the CEO is 50% of his annual base salary and 30% for the members of the Leadership Team. The maximum reward from the short term incentive program for the CEO is 100% of his annual base salary. The maximum reward for other Leadership Team members is 60% of their annual base salary.

#### Long-term Performance Based Incentive programs (LTI)

F-Secure has a share based incentive program with currently two active earning periods 2018–2020 and 2019–2021.

The target reward from the LTI program for the CEO is 100% of his annual base salary and 75% for the other members of the Leadership Team.

## Performance Based Share programs (Long-term Share Based Incentive Programs)

F-Secure Corporation has launched a share based incentive program for 2017–2019 for its key employees. Participants of the program may earn shares of F-Secure Corporation based on Corporation level business targets set by the Board of Directors separately for each three year earning period.

### Share based incentive program 2017–2019

The share based incentive program 2017–2019 was established in February 2017. The total duration of the program is five years and it comprises of three annually (1st Jan 2017, 1st Jan 2018 and 1st Jan 2019) commencing earning periods each lasting three years. Program ends 31st December 2021.

The possible gross rewards from the programs are paid partly in shares and partly in cash to cover taxes. The maximum total reward of the entire program is 10,000,000 shares. Possible payments based on the program are made separately for each

earning period after each earning period ends. Payments are based on performance against a revenue and / or Total Shareholder Return (TSR) targets set by the Board of Directors.

There are no restrictions set for the shares received from the share based incentive programs. The participants in share-based incentive programs are recommended hold at least 50% of the received shares and to cumulate 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 employee.

### Matching Share Plan

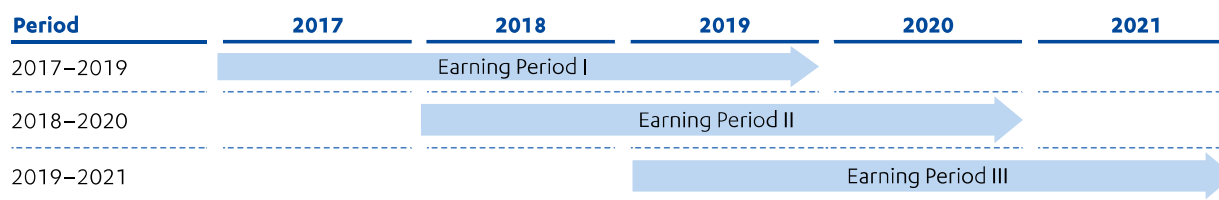
The Board of Directors decided to introduce a matching share plan for F-Secure personnel in December 2017. Purpose of the program is to incentivize personnel to become shareholders in the company and increase their commitment as well as reward them through the potential increase of share value.

Participation was offered for all employees to take part in the retention period 2018–2020. Participation was voluntary, and every participant is eligible to acquire shares worth a maximum of 10,000 euros.

F-Secure will give participants one extra share (gross) for each two shares acquired through the plan in 2020. Dividends paid to the invested shares during the retention period will be reinvested in shares, thus, entitling the participants to additional matching shares.

Some members of the Leadership Team (and Matti Aksela as the member of the Board of Directors and the CEO) have chosen to participate this incentive program.

<b>Position</b>	<b>Number of Shares</b>
CEO and President	2,639
Other Leadership Team	13,195
Matti Aksela (Board Member belonging to the personnel of the Company)	2,639



## REWARDING OF THE CEO AND THE LEADERSHIP TEAM IN 2019

### Leadership Team Compensation in 2019

Position	Fixed payments	Benefits	Short term incentives and bonuses	Long-Term incentives	Total
CEO and President Konttinen Samu	275,778 EUR	19,800 EUR	92,729 EUR	78,463 EUR	466,780 EUR
Other Leadership Team	1,389,719 EUR	35,271 EUR	485,392 EUR	224,377 EUR	2,134,759 EUR
Total	1,665,508 EUR	55,071 EUR	578,121 EUR	302,840 EUR	2,601,539 EUR

## BOARD COMPENSATION IN 2019

Position	Reward paid in Cash	Reward paid as shares	Total
Silasmaa Risto	46,158 EUR	33,842 EUR	80,000 EUR
Ervi Pertti	27,694 EUR	20,306 EUR	48,000 EUR
Syrjänen Tuomas	21,925 EUR	16,075 EUR	38,000 EUR
Oreck Bruce	21,925 EUR	16,075 EUR	38,000 EUR
Rekonen Päivi	21,925 EUR	16,075 EUR	38,000 EUR
Aksela Matti	7,309 EUR	5,358 EUR	12,667 EUR
Total	146,935 EUR	107,732 EUR	254,667 EUR

## SHAREHOLDINGS OF THE BOARD OF DIRECTORS, THE CEO AND OTHER MEMBERS OF THE LEADERSHIP TEAM

According to the Market Abuse Regulation (MAR) stock exchange releases are published of all share transactions of the Board of Directors, the CEO and other members of the Leadership Team, including all rewards paid to them as F-Secure financial instruments. Stock exchange releases are

available on the Company's web-pages. The total amounts of company shares held by the Board of Directors and the Leadership Team members is published in the Corporate Governance Statement.