REMUNERATION REPORT

The Supervisory Board has concluded service agreements with the members of the Management Board. In 2022, the remuneration of the members of the Group's Management Board was EUR 1.5 million in total.

The remuneration of the Management Board is determined by the Supervisory Board according to the CGR. The Supervisory Board has adopted and amended the principles of remuneration of the management of AS Tallink Grupp. According to the document, besides work benefits, termination benefits and a share option programme, the members of the Management Board are eligible to annual performance-related bonuses of up to 12-months' remuneration depending on the size of dividends. The performance-related bonus is paid when the Group earns a profit and when the shareholders' general meeting decides to pay dividends from the profit of the previous financial year.

The following table provides an overview of the gross remuneration of each Management Board member of AS Tallink Grupp excluding social security tax expense.

In thousands of EUR	2022	2021	2020	2019	2018
Paavo Nõgene	**378.0**	**294.0**	**263.0**	**294.0**	**203.0**
of which base remuneration	294.0	294.0	263.0	294.0	203.0
of which bonus	84.0	0.0	0.0	0.0	0.0
Kadri Land	**240.0**	**210.0**	**196.7**	**226.0**	-
of which base remuneration	210.0	210.0	196.7	179.3	-
of which bonus	30.0	0.0	0.0	46.7	-
Harri Hanschmidt	**236.8**	**198.8**	**196.7**	**206.8**	-
of which base remuneration	206.8	198.8	196.7	206.8	-
of which bonus	30.0	0.0	0.0	0.0	-
Piret Mürk-Dubout	**240.0**	**210.0**	**196.7**	**157.9**	-
of which base remuneration	210.0	210.0	196.7	157.9	-
of which bonus	30.0	0.0	0.0	0.0	-
Margus Schults	**378.9**	**243.4**	-	-	-
of which base remuneration	188.0	144.5	-	-	-
of which bonus	47.3	0.0	-	-	-
of which payments from other group entities	143.7	98.9	-	-	-
Net profit/loss (EUR million)	13.9	-56.6	-108.3	49.7	40.0
Dividend per share (EUR)*	-	-	-	0.05	0.03
Salary per average FTE	39.6	39.7	39.4	33.6	31.8

* In 2019 payments to shareholders included dividends of EUR 0.05 per share and a share capital reduction of EUR 0.07 per share.