



# **CORPORATE GOVERNANCE STATEMENT 2019**

## CORPORATE GOVERNANCE AND GROUP STRUCTURE

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**Delete Group Oyj is a public limited company registered in Finland. Delete Group has issued secured senior notes which are listed on Nasdaq Helsinki Ltd's stock exchange.**

In its decision-making and administration, Delete Group Oyj applies the Finnish Companies Act (624/2006, as amended), Finnish Securities Markets Act (746/2012, as amended) as well as the rules and guidelines of Nasdaq Helsinki Ltd. Delete Group Oyj primarily follows the Finnish Corporate Governance Code 2020 (available at [www.cgfinland.fi/en](http://www.cgfinland.fi/en)), with a few exceptions due to its ownership structure. These exceptions relate to, among other things, rules regarding annual general meetings and the composition of the board.

Pursuant to the provisions of the Finnish Companies Act and the company's articles of association, responsibility for the control and management of the company is divided between the General Meeting of Shareholders, the Board of Directors and the Chief Executive Officer (CEO). Shareholders participate in the control and

management of the company through resolutions passed at General Meetings of Shareholders.

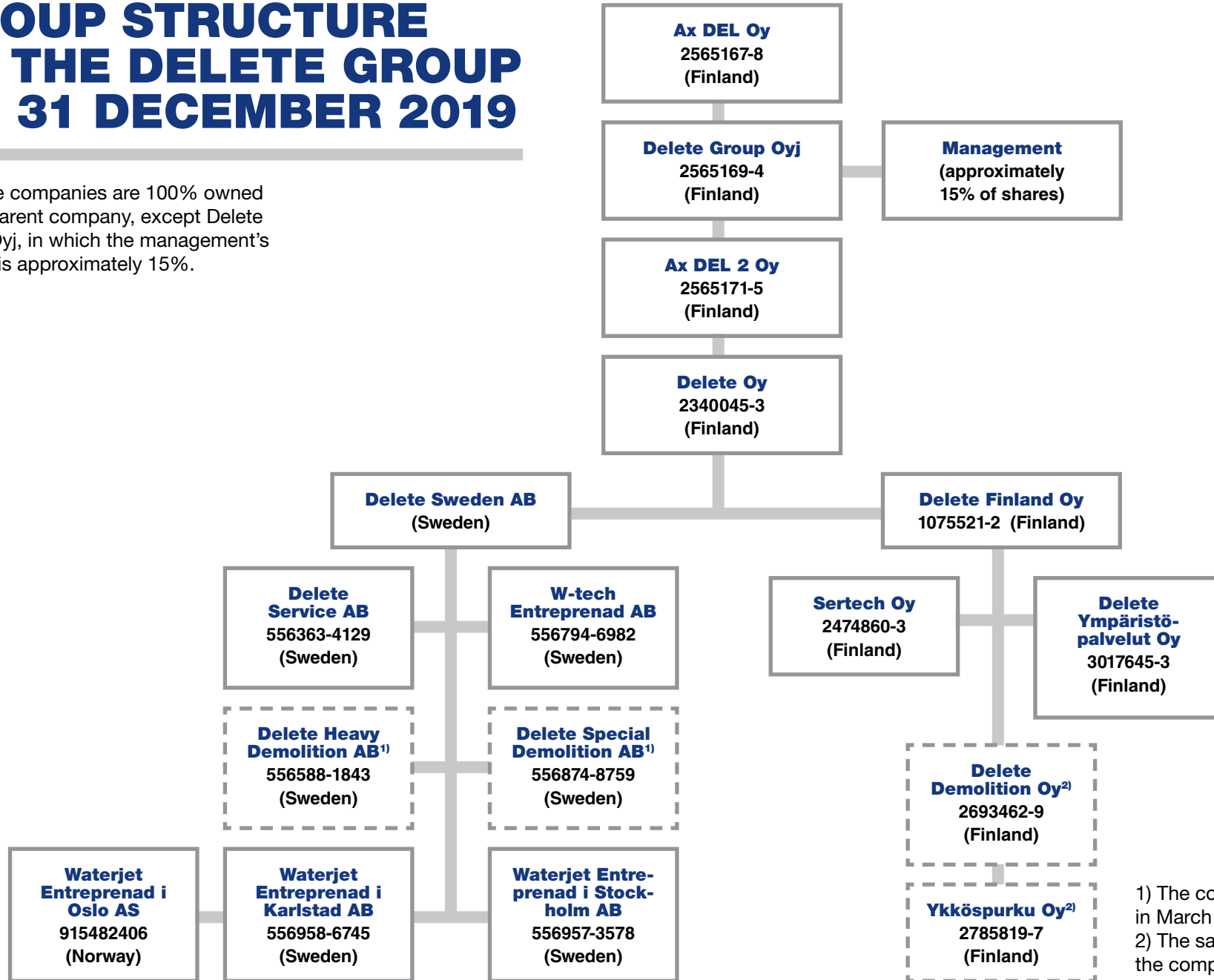
Delete Group's parent company Delete Group Oyj wholly owns Ax DEL2 Oy which, in turn, wholly owns Delete Oy, the parent company of the operating subsidiaries of Delete Group. Delete Oy has 13 subsidiaries and the subsidiaries are mainly operated through the two national entities Delete Finland Oy and Delete Sweden AB.

Delete Group Oyj's share capital consists of 10,858,595 P-shares and 3,089,649 C-shares. All of the shares have one vote each. Ax DEL Oy owns 85% of the shares. 15% of the shares are owned by key employees of the company (including the Board of Directors and Group Management) and certain other minority shareholders.

The following chart (page 3) sets forth the group structure of Delete Group on 31 December 2019.

### 3 GROUP STRUCTURE OF THE DELETE GROUP ON 31 DECEMBER 2019

All of the companies are 100% owned by the parent company, except Delete Group Oyj, in which the management's holding is approximately 15%.



1) The company was sold in March 2020.  
2) The sales process for the company is ongoing.

## GENERAL MEETING

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Delete Group Oyj follows the Finnish Corporate Governance Code, with a few exceptions due to its ownership structure. The minority shareholders of the company have authorised Ax DEL Oy to make decisions at the general meeting.

According to Delete Group Oyj's articles of association, the General Meeting of Shareholders is held once a year, within six (6) months of the end of the previous financial year. Extraordinary General Meetings are convened when considered necessary by the Board of Directors or when required by law.

The Board of Directors convenes the General Meeting of Shareholders and decides on the date and venue of the meeting.

The invitation to the General Meeting of Shareholders must be sent to each shareholder registered in the company's share and shareholder registers at the address entered in the registers, either by post or otherwise in writing at the earliest one (1) month and no later than one (1) week prior to the General Meeting of Shareholders.

## BOARD OF DIRECTORS

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### Tasks, composition and election of the members of the Board of Directors

The Board of Directors supervises the company's operations and management, deciding on significant matters concerning the company strategy, investments, organisation and finance.

According to the Delete Group's articles of association, the company's Board of Directors comprises three to seven (3–7) members. A chairperson must be elected for the Board.

Members of the Board are elected by the General Meeting of Shareholders. The members are elected for an indefinite term.

### Diversity of the Board of Directors

The principles regarding the diversity of the Board of Directors are taken into consideration in the election of Board members. Both genders are represented in the Board of Directors. In 2019, one of the four Board members was female.

### Members of the Board of Directors

Following Åsa Söderström Winberg's request to release her from the duties of Chairman of Delete's Board of Directors, the Extraordinary General Meeting of Delete held on 9 January 2020 appointed Martin Forss, M. Sc. (Econ.) as a new member of

the Board of Directors. Convening after the Extraordinary General Meeting, the Board of Directors elected Mr. Forss as the Chairman of the Board.

Holger C. Hansen resigned from the Board of Directors as of August 23, 2019. Hansen will continue to support Delete Group's operational management as an external advisor.

Vilhelm Sundström served on the company's Board until the Annual General Meeting on April 12, 2019, when Christian Schmidt-Jacobsen was elected as a new member.

## MEMBERS OF THE BOARD OF DIRECTORS

### MARTIN FORSS

Born 1962, M. Sc. (Econ.)  
Chairman of the Board  
(9 January 2020–)

- Unident AB,  
Chairman of the Board
  - Matrix Biotech AG,  
Member of the Board
  - Plantui Oy,  
Member of the Board
  - Nextim plc,  
Member of the Board
- 
- Oral Hammaslääkärit Oyj,  
CEO (2011–2018)
  - Puukeskus Oy,  
Deputy Managing Director (2011)
  - Coor Service Management Oy Ab,  
Managing Director (2007–2010)
  - Lassila & Tikanoja Oyj,  
EVP, Corporate Planning and  
Business Development  
(2001–2007)
  - WM Jätehuolto Oy  
(currently Lassila & Tikanoja Oyj),  
CFO, (2000–2001)

### ÅSA SÖDERSTRÖM WINBERG

Born 1957, M. Sc. (Econ.)  
Member of the Board  
(9 January 2020–)  
Chairman of the Board  
(2017–9 January 2020)  
Member of the Board (2014–2017)

- Scanmast AB,  
Chairman of the Board (2013–)
  - Vattenfall AB,  
Member of the Board (2013–)
  - OEM International AB,  
Member of the Board (2015–)
  - Fibo AS,  
Member of the Board (2016–)
  - Balco Group AB,  
Member of the Board (2016–)
- 
- Sweco Theorells AB,  
Chief Executive Officer (2001–2006)
  - Ballast Väst AB,  
Chief Executive Officer (1997–2001)
  - NCC Industry,  
Marketing Manager (1994–1997)
  - NCC Construction AB,  
Communication Manager  
(1991–1993)

### RONNIE NEVA-AHO

Born 1967,  
Secondary school graduate  
Member of the Board (2017–)

- Kreate Oy,  
Member of the Board (2015–)
  - Rototec Oy,  
Member of the Board (2015–)
  - Access Point Oy,  
Chairman of the Board (2013–)
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- Delete Oy,  
Vice President (2010– 2015)
  - Tehoc Oy,  
Chief Executive Officer (1998–2011)

### CHRISTIAN SCHMIDT- JACOBSEN

Born 1970, M. Sc. (Econ.)  
Member of the Board (12 April 2019–)

- Axcel Management Holding A/S,  
Member of the Board (2016–)
  - Frontmatec Group ApS,  
Member of the Board (2016–)
  - IsaDora AB,  
Member of the Board (2019–)
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- Icopal, Group,  
Chief Financial Officer (2008–2015)
  - Chr. Hansen, Inc.,  
SVP, Finance & Accounting (2006–  
2008), VP, Corporate Development  
(2005–2006)
  - Axcel,  
Investment Manager (1999–2005)
  - Danske Bank Corporate Finance,  
Associate (1994–1999)

## 6 Evaluation of independence

Due to the ownership structure of Delete Group Oyj, the majority shareholder appoints the Board of Directors and therefore the company does not evaluate the independence of the board members.

### Shareholdings of the Board of Directors

Ax DEL Oy owns 85% of Delete Group Oyj's shares. 15% of the shares are owned by key employees of the company (including the Board of Directors and Group Management) and certain other minority shareholders.

### The Board of Directors' operations in 2019

In 2019, Delete Group's Board of Directors convened 19 times. The Audit and Investment Commit-

tee convened 7 times, the Remuneration Committee 3 times and the Project Committee 6 times.

The average attendance rate of the members of the Board of Directors was 100.0%. The average attendance rates of the Board's committees were 95.8% for the Audit and Investment Committee, 66.7% for the Remuneration Committee and 100.0% for the Project Committee.

The Board of Directors evaluates its operations and working methods annually and develops its operations based on the results. In 2019, the Board focused on the evaluation of strategic alternatives, review and implementation of the strategy, the tap issue of its notes, the contraction of business operations and the preparation of the divestment of the Demolition Services business.

### Board Committees

The Board Committees assist the Board of Directors by preparing matters falling within the compe-

tence of the Board of Directors. The committees are not autonomous decision-making bodies, although they have several monitoring and oversight responsibilities. The committees report to the Board of Directors on the matters addressed and make proposals to the Board of Directors for decision-making as appropriate.

### Audit and Investment Committee meetings

The Audit and Investment Committee assists the Board of Directors in its responsibilities relating to the appropriate arrangement of the control of the company accounts and finances pursuant to the Limited Liability Companies Act as well as its responsibilities relating to the company's investments. The Audit and Investment Committee consists of at least two (2) members, of which at least two (2) members must be members of the Board. The members of the Audit and Investment Committee are elected for a one-year term at the organisation meeting of the Board. One of the members of the Audit and Investment Committee, which must be a Board member, is designated by the Board of Directors as Chair of the Audit and Investment Committee. The members must have the qualifications necessary to perform the responsibilities of the Audit and Investment Committee, and at least one member must have expertise specifically in accounting, bookkeeping or auditing.

The Audit and Investment Committee meets as often as appropriate but at a minimum four (4) times a year depending on the reporting cycle of the company. The Chair of the Audit and Investment Committee will at each Board Meeting report on the Committee's work and related recommendations. The CFO of the Group acts as secretary to the Committee.

### Attendance at the meetings

	Board of Directors	Audit and Investment Committee meetings	Remuneration Committee meetings	Project Committee meetings
<b>Åsa Söderström Winberg</b>	19/19	2/2	3/3	6/6
<b>Holger Hansen</b> (member until 23 August 2019)	13/13	5/5	–	–
<b>Ronnie Neva-aho</b>	19/19	–	–	6/6
<b>Vilhelm Sundström</b> (member until 12 April 2019)	6/6	2/2	2/3	–
<b>Christian Schmidt-Jacobsen</b> (member as of 12 April 2019)	12/12	5/6	1/3	–

**7** The members of the Audit and Investment Committee are Christian Schmidt-Jacobsen (Chair) and Åsa Söderström Winberg. Holger Hansen served as a member of the Board of Directors and the Audit and Investment Committee until 23 August 2019.

### **Remuneration Committee**

The Remuneration Committee prepares matters pertaining to the appointment and remuneration of the CEO and other executives as well as to the remuneration schemes of the personnel and remuneration principles to be observed by the company. The Remuneration Committee consists of at least two (2) members, of which at least two (2) members must be members of the Board. The members of the Remuneration Committee are elected for a one-year term at the organisation

meeting of the Board. The CEO or other executives of the company cannot be appointed to the Remuneration Committee.

The Remuneration Committee meets as often as appropriate, but at least twice a year. Meeting minutes are prepared for all Remuneration Committee meetings and distributed to the Board of Directors. The Chair of the Remuneration Committee reports on the Committee's work and related recommendations at each Board meeting. The CEO of the Group acts as secretary to the Remuneration Committee. Once a year, the Remuneration Committee evaluates its work and charter and recommends any proposed changes to the Board of Directors.

The members of the Remuneration Committee are Martin Forss (Chair) and Christian Schmidt-Jacobsen.

### **Project Committee**

The Project Committee assists in preparing and following up on approval proposals for major tenders and projects. The Board of Directors remains responsible for the duties assigned to the Project Committee. The Committee has no autonomous decision-making power.

The Project Committee meets as often as appropriate, but at least twice a year. The Chair of the Project Committee will at each Board Meeting report on the Committee work and related recommendations. The CFO of the Group acts as secretary to the Project Committee.

The members of the Project Committee are Ronnie Neva-aho (Chair) and Åsa Söderström Winberg.

## **CHIEF EXECUTIVE OFFICER**

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The Board of Directors of Delete Group Oyj appoints the Group's Chief Executive Officer (CEO). The CEO is responsible for the daily management of the company's administration according to the guidelines and instructions given by the Board. In addition, the CEO is responsible for ensuring that the company's accounting has been carried out

according to the applicable laws and that asset management has been organised in a reliable manner. The CEO manages the company's daily business and is responsible for controlling and steering the business areas. The CEO of the company is Tommi Kajasoja.

## **MANAGEMENT OF THE GROUP**

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In the operative management of Delete Group, the CEO is assisted by other members of the Group's management. The tasks and responsibilities of the management include for example investment

planning, specifying and preparing the Group's strategic guidelines, allocating resources and controlling routine functions.

## 8 MANAGEMENT OF THE GROUP

### **TOMMI KAJASOJA**

Born 1974, M. Sc. (Eng.)  
Chief Executive Officer  
(2018–)

- Delete Finland Oy, Country Manager and Managing Director (2016–)
- Delete Finland Oy, Business Area Director, Industrial & Property Services (2014–2016)
- Maintpartner Group Oy, Vice President, Sales & Marketing (2013–2014), President, Expert Services (2012–2014), President, Baltic Countries (2012–2014), Head of Business Development (2010–2012)
- Maintpartner AB, Country President & Managing Director (2010–2011)
- Maintpartner Oy, Vice President, West & North Finland region, (2008–2010) and Manager, Business Development & Improvement, Finland (2007–2008)
- ABB Service, various managerial positions in Finland and New Zealand (2000–2007)

### **VILLE MANNOLA**

Born 1979, M. Sc. (Econ.)  
Chief Financial Officer  
(2017–)

- GS Hydro Corporation, Group CFO (2015–2017)
- GS Hydro Corporation, Director, Group Finance (2014–2015)
- GS Hydro Corporation, Group Controller (2010–2013)
- Marioff Corporation, Head of Group Financial Planning and Analyses (2008–2010)

### **JOONAS EKHOLM**

Born 1982, M. Sc. (Econ.)  
Director, Group Finance  
(2017–)

- Delete Oy, Director, Group Finance (2014–2016)
- Delete Oy, Group Controller (2012–2014)
- Eltel Networks, Senior Controller, Group Controlling (2011–2012)
- Wärtsilä Corporation, Controller, Group Control (2010–2011)
- Wärtsilä Corporation, Assistant Controller, Group Control (2007–2010)

### **JANIKA VILKMAN**

Born 1980, LL.M.  
General Counsel (2013–)

- EY, Legal Counsel (2012–2013)
- Fondia Oy, Legal Counsel (2010–2012)
- Ernst & Young Oy, Legal Counsel (2007–2010)
- Ciba Specialty Chemicals Oy, Assisting Legal Counsel (2006–2007)

### **PETER REVAY**

Born 1972  
Country Manager and Managing Director, Delete Sweden AB (2019–)

- Tunga Lyft AB, Chief Executive Officer (2016–2019)
- ONE Nordic AB, Business Unit Manager (2015–2016)
- Maintpartner AB, Managing Director (2010–2014)
- Cardo AB, Purchasing Director (2008–2010)
- SPX Flow Technology, Purchasing Director (2005–2008)

### **Shareholdings of the Group Management**

Ax DEL Oy owns 85% of Delete Group Oyj's shares. 15% of the shares are owned by key employees of the company (including the

Board of Directors and Group Management) and certain other minority shareholders.



# DESCRIPTIONS OF INTERNAL CONTROL PROCEDURES AND RISK MANAGEMENT

## Internal control

Delete Group's internal control framework contains all relevant financial and operational functions with emphasis on business risk approach. This approach is based on Delete Group's risk management process and defined areas, such as project controls, revenue recognition, asset management and treasury controls.

The principles of internal control define the general framework for the implementation of statutory and regulatory obligations concerning Delete Group and how the laws and principles governing the sector in terms of supervision are generally applied to the company's activities.

The Board of Directors of Delete Group approves the company's internal control and auditing principles. In accordance with the principles established by the Board of Directors, internal control is part of Delete's operational management. All Delete Group functions operate in accordance with these principles and the

company's instructions and comply with the regulations and instructions issued by the authorities.

Internal controls are a part of Delete Group governance and management. The responsibility for organising the control function belongs to the Board and the CEO. The Board exercises the responsibility through an appointed audit committee. The chain of responsibility continues throughout the Delete Group organisation so that each member of the organisation answers to the immediate supervisor on upholding the controls.

## Risk management

Risk management is a continuous evaluation, planning, governance and control process related to personnel, property and business as well as sustainability. The objective of risk management is to prevent and minimise the impact of risks. Delete Group's Management Team carries out annual risk management assessment, which is reviewed by the

Board of Directors. The goal of the annual risk analysis is to identify high-level risks and draw up plans to manage them. Risk management measures are constantly reviewed and updated on the basis of the analysis. Risk management actions are approved by the company's Board of Directors.

Delete Group's key risks are divided into operational, financing and strategic risks.

Operational risks are mainly related to project execution and integration of acquired businesses both in terms of quality and finances. Internal control is under constant development to improve preventive measures.

Financing risks are mainly related to interest rates, credit and liquidity.

Other uncertainties are related to the market environment, the successful implementation of the Group's growth strategy and related corporate acquisitions, the integration of the acquired companies, and to the personnel and recruitment.

# OTHER INFORMATION TO BE PROVIDED IN THE CG STATEMENT

## Internal audit

The internal audit function is responsible for independent evaluation and assurance with the main purpose to support the CEO and the Audit Committee in fulfilling the internal control duties. The main purpose of internal audit is to provide objective and

independent information, give improvement and development recommendations based on findings, and educate and train the management and employees on the control process and its enforcement. The principles of internal auditing are approved by the Board of Directors.

The purpose of the internal audit is to check, confirm and assure the CEO, the Board and the management that the controls, risk management and governance are efficient and functional in the organisation. In addition, the internal audit function supports the management and organisation in the

development of the internal controls environment and ensures the achievement of set targets. The audit methodology is based on risk assessment.

Delete Group's internal audit is organised and resourced internally. The internal audit function answers to the Audit Committee and acts under the CEO's supervision. The internal audit function reports its findings and development suggestions to the CEO, the Audit Committee and the management of the applicable business area.

## Insider administration

Delete Group complies with the rules and guidelines issued by Nasdaq Helsinki Ltd, including its Guidelines for Insiders; the Market Abuse Regulation ((EU) No. 596/2014, MAR); the provisions of the Securities Market Act and the Criminal Code; as well as the rules and guidelines of the Financial Supervisory Authority and the European Securities and Markets Authority (ESMA). These are supplemented by the company's own Guidelines for Insiders, which are designed to provide clear instructions and rules for the management of insider issues, the disclosure of insider information, the maintenance of insider lists and the transactions of management and their closely related parties. The Guidelines for Insiders have been communicated to all company employees.

Delete Group is to disclose any insider information that directly concerns the company as soon as possible. The company may delay the disclosure of insider information if all of the conditions stipulated by the applicable regulations for the delay of the disclosure of insider information are met. Delete Group is to maintain project-specific insider registers in circumstances stipulated by the applicable regulations.

The company's General Counsel is responsible for insider issues. The General Counsel is responsible for the implementation of the following tasks in the company, for example:

- internal communications regarding insider issues;
- training in insider issues;
- the preparation and maintenance of insider lists and their delivery to the Financial Supervisory Authority;
- obtaining approvals from persons on the insider list;
- supervision of insider issues; and
- monitoring regulatory changes concerning insider issues.

Delete Group's managers and their closely associated persons have an obligation to notify the Group and the Finnish Financial Supervisory Authority of their transactions conducted relating to Delete Group Oyj's shares or other financial instruments as of 3 July 2016 according to the provisions of the Market Abuse Regulation. The company publishes such information as a stock exchange release. The members of the Board of Directors, the CEO and the members of the Management Team are included as persons having managerial responsibilities in the company (managers subject to the notification obligation).

The company maintains project insider lists of persons who have access to inside information. These lists and the information contained in the lists are not public. The insider lists and the information contained therein are available to the Financial Supervisory Authority.

Managers subject to the notification obligation and persons separately defined by the company cannot acquire or dispose of securities issued by the company, or any securities or derivatives entitling to said securities, during the 30 days prior to the publication of half year financial reports, interim reports and financial statements. These publication dates are announced annually in advance in a stock exchange

release. In addition, those participating in projects involving insiders may not, during the project, trade in securities or derivatives issued by the company.

Group Management is to supervise compliance with the Guidelines for Insiders and maintain the company's insider registers in cooperation with Euroclear Finland Ltd. The company's managers subject to the notification obligation are to be regularly sent an extract of the information entered into the register of managers subject to the notification obligation. Their adherence to the restrictions on trading is to be monitored, and the related guidelines are to be provided.

## Auditors

The Annual General Meeting of Delete Group Oyj held on 12 April 2019 elected Authorised Public Accounting firm KPMG Oy Ab as the Auditor of the company. Teemu Suoniemi, Authorised Public Accountant, will act as the Principal Auditor.

## Related party transactions

Related party transactions are described in the Notes to the consolidated financial statements. Fair market values are always applied to related party transactions.

# REMUNERATION STATEMENT 2019

## Remuneration Policy

The purpose of the Remuneration Policy is to set objectives, procedures and governance principles for the management of remuneration. The Remuneration Policy aims to ensure that no individual is involved in the decision-making process related to their own remuneration and that there is an appropriate oversight over any compensation decision.

## Decision-making procedure concerning remuneration

### Remuneration of the the Board Members and Board Committee Members

The General Meeting of Shareholders shall resolve upon the composition of the Board of Directors and the remuneration of the Board members and the committee members.

The remuneration of members of the Board and committees shall consist of annual fee. In addition, reasonable incurred direct expenses on required travelling and representation will be reimbursed.

### Remuneration of the CEO and other Executives

Delete Group's Remuneration Committee consisting of at least two (2) Board members shall prepare matters pertaining to the appointment and remuneration of the CEO and other executives as well as to the remuneration schemes of the personnel and remuneration principles to be observed by the company. The members of the Committee are appointed for a one-year term by the Board of

Directors annually in the first Board meeting after the Annual General meeting. The composition of the Committee can be changed at any time by a decision of the Board of Directors. The CEO or other executives of the company shall not be appointed to the Remuneration Committee.

Delete Group Oyj's Board of Directors shall resolve upon the appointment and remuneration of the CEO and other senior executives, based on the proposals prepared by the Remuneration Committee. The Board of Directors remains responsible for the duties assigned to the Remuneration Committee. The Remuneration Committee has no autonomous decision-making power, unless otherwise expressly stated in the Charter of the Remuneration Committee.

The duties of the Remuneration Committee include:

- preparation of matters pertaining to the appointment of the CEO and the other executives as well as the identification of their possible successors;
- preparation of matters pertaining to the remuneration and other financial benefits of the CEO and other senior executives, including the salary raises of such executives;
- matters pertaining to the remuneration schemes of the company and based on authorisation from the Board of Directors, the right to approve the incentive schemes and payment of incentives according to the schemes;
- evaluation of the remuneration of the CEO and the other senior executives as well as

ensuring that the remuneration schemes are appropriate; and planning of matters pertaining to the remuneration of other personnel and the development of the remuneration of other personnel and the organisation.

## Remuneration of the Auditor

The General Meeting of Shareholders shall resolve upon the remuneration of the auditor. The Audit Committee monitors and evaluate the auditor's performance.

## Remuneration principles

The remuneration of the CEO and the other executives are moderate. The remuneration aims at motivating the management to lead the company, improve performance and align the interest of the executives with those of the company and its shareholders. Remuneration is tied to the execution and implementation of Delete Group's strategy and consist of an appropriate mix of fixed and variable compensation.

## Remuneration of the CEO

The remuneration of the CEO consists of:

- fixed monthly base salary and benefits
- variable salary according to what is annually decided by the Board of Directors
- voluntary pension and statutory pension
- possible proceeds from the management share incentive scheme

## Remuneration of the other senior executives

The members of the Management Team are considered to be the Group's senior executives. The remuneration consists of:

- fixed monthly base salary and benefits
- variable salary according to what is annually decided by the Board of Directors
- voluntary pension and statutory pension
- possible proceeds from the management share incentive scheme

## Share-based incentive schemes

Delete Group launched a share-based incentive scheme for the management and key employees on 29 August 2013. Based on the incentive scheme, the management and the key employees of Delete Group have the possibility to acquire P-shares and C-shares in the company. The share-based incentive scheme aims at attracting, retaining and motivating the management and key employees to lead the company, improve performance and align the interest of the management and key employees with those of the company.

## Remuneration report

### Board of Directors

<b>BoD member</b>	<b>Fees paid Jan 1–Dec 31, 2019</b>
Åsa Söderström Winberg	47,667.00
Holger C. Hansen (member until 23 August 2019)	17,333.00
Ronnie Neva-aho	26,000.00
Vilhelm Sundström	0.00
Christian Schmidt-Jacobsen	0.00
<b>Total</b>	<b>91 000,00</b>

### CEO

<b>Tommi Kajasoja</b>	<b>Jan 1–Dec 31, 2019</b>
Fixed and variable salary, including benefits	300,995.00
Supplementary pension	8,500.00
<b>Total</b>	<b>309,495.00</b>

### Other members of the Management

<b>Other executives total</b>	<b>Jan 1–Dec 31, 2019</b>
Fixed and variable salary, including benefits	620,469.00
Supplementary pension	27,386.00
<b>Total</b>	<b>647,855.00</b>



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