

# CORPORATE GOVERNANCE REPORT

2015



VALMIERA GLASS®

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**VALMIERAS STIKLA ŠĶIEDRA AS**  
40003031676  
Cempu iela 13, Valmiera, LV-4201

Valmiera,  
7 April 2016

**RE: Corporate governance report for year 2014**

Dear reader!

This corporate governance report for the year 2015 (the “**Report**”) of Akciju sabiedrība “VALMIERAS STIKLA ŠĶIEDRA” (the “**Company**”) has been prepared in accordance with the requirements set in Article 56.<sup>2</sup> of the Financial Instrument Market Law.

The 2010 edition of “The principles of corporate governance and recommendations on their implementation” issued by AS “NASDAQ Riga” (“**NASDAQ**”) have been taken into account for the governance of the Company. Additional information on the corporate governance of the Company is included in the Company’s consolidated annual accounts for the year 2015.

The Company has observed (with certain exceptions) the corporate governance principles set by NASDAQ, as it can be seen from this Report and insofar as it is within the competence of the management board and the council in accordance with laws and regulations of the Republic of Latvia. The constant growth of the Company and its financial indicators affirm that the corporate governance of the Company is sufficiently effective and achieves its aims.

This Report is publicly available at the legal address of the Company (Cempu iela 13, Valmiera) as well as electronically on the web page of the Company ([www.valmiera-glass.com](http://www.valmiera-glass.com)) and NASDAQ web page ([www.nasdaqomxbaltic.com](http://www.nasdaqomxbaltic.com)). In case of any questions, please contact: manager of the marketing projects Marika Nīmante, +371 6420 2276, [marika.nimante@valmiera-glass.com](mailto:marika.nimante@valmiera-glass.com).

Respectfully,

The management board of the Company

**Andre H. Schwiontek**  
Chairman of the  
management board



**Doloresa Volkopa**  
Member of the  
management board



**Hans-Jochen Häusler**  
Member of the  
management board



**Dainis Šēnbergs**  
Member of the  
management board



**Stefan Jugel**  
Member of the  
management board



# GENERAL INFORMATION

## MANAGEMENT BOARD

The members of the management board on the date of this Report are the following:

- Andre Heinz Schwiontek: Chairman of the management board;
- Doloresa Volkopa: Member of the management board;
- Hans-Jochen Häusler: Member of the management board;
- Dainis Šēnbergs: Member of the management board;
- Stefan Jugel: Member of the management board.

## COUNCIL

The members of the council on the date of this Report are the following:

- Jurgen Heinz Preiss-Daimler: Chairman of the council;
- Peter Hans Cordts: Deputy chairman of the council;
- Frank Wilhelm Behrends: Member of the council;
- Joran Pfuhl: Member of the council;
- Andris Oskars Brutāns: Member of the council.

## SHARE CAPITAL

On the date of the Report the share capital is EUR 33,464,487. It consists of 11,494,250 registered shares that are publicly circulated and 12,408,955 name bearer shares, which have not been publicly circulated. The nominal value of one share is EUR 1.40. All shares give equal rights to receive dividends and liquidation quotas and voting rights in the shareholders' meeting. All shares are dematerialized. The 11,94,250 publicly circulated registered shares are included in the Baltic secondary list of NASDAQ.

## SHAREHOLDERS

Shareholders of the Company (over 5% of the total share capital) on 31.10.2015:

- Vitrulan International GmbH: 30.80% of the share capital;
- P-D Glasseiden GmbH Oschatz: 26.07% of the share capital;
- SEB Estonia (on behalf of Clearstream banking SA): 24.12% of the share capital;
- CBD RE Clients: 5.39% of the share capital;
- Preiss - Daimler Beatrix: 5.36% of the share capital.

## GENERAL FINANCIAL

The products of the Company are sold in 38 countries, reaching the amount of export at 98%. The main exporting markets of the products are the EU member states (74%) and the North America (14%). The sales in 2015 compared with 2014 increased in the EU (by 14%) and the North America (by 24%). From segment perspective, the growth of the sales volume has been recognized for the products with high added value - glass fibre nets and technical fabric. In 2015, these products were sold by approximately 29% more than in 2014. For other product segments the sales volumes are steadily growing.

In 2015, in total EUR 19.03 million have been invested in the development of the Company's group, including investment in new equipment, modernization of the existing technological solutions and development of new products with the aim to increase the production capacity, as well as EUR 0.77 million were invested in new environmental protection technologies.

The consolidated turnover of the Company's group in 2015 has reached EUR 121.19 million. The consolidated net profits of the Group have reached EUR 5.48 million. Consolidated operating profit (EBITDA) was EUR 16.15 million, and the earnings before income and taxes (EBIT) was EUR 6.85 million.

Taking into account the business plans and the tendencies in the development of the market as well as the results of the Company and its subsidiaries, the management of the Company estimates that the consolidated net sales of the Company's group in 2016 could reach EUR 141 million, and the consolidated net profit EUR 8.6 million.

# IMPLEMENTATION (I)

## SHAREHOLDERS' MEETING

### (1) ENSURING SHAREHOLDERS' RIGHTS AND PARTICIPATION AT SHAREHOLDERS' MEETINGS

*The Issuers shall ensure equal attitude towards all the shareholders – holders of one category of shares. All shareholders shall have equal rights to participate in the management of the Issuer – to participate at shareholders' meetings and receive information that shareholders need in order to make decisions.*

This principle and recommendations 1.1. – 1.13 are observed. Holders of same category shares are ensured equal attitude. The division of profit is carried out in accordance with the resolution project prepared by the management board (taking into account the financial situation and planned investments), which is revised by the council and approved by the shareholders. Information to the shareholders is given in due time and ensured to be publicly available, as far as possible ensuring that the information is available also in at least one foreign language. The shareholders' meetings are conducted in accordance with the regulation on the course of the meeting (the draft of the regulation is prepared before and approved during the meeting).

### (2) PARTICIPATION OF MEMBERS AND MEMBER CANDIDATES OF THE ISSUER'S MANAGEMENT INSTITUTIONS AT SHAREHOLDERS' MEETINGS

*Shareholders' meetings shall be attended by the Issuer's board members, auditors, and as possibly many council members.*

This principle and recommendations 2.1 – 2.3 are observed.

## MANAGEMENT BOARD

### (3) OBLIGATIONS AND RESPONSIBILITIES OF THE MANAGEMENT BOARD

*The Issuers shall clearly and expressly determine the obligations and authorities of the management board and responsibilities of its members, thus ensuring a successful work of the management board and an increase in the Issuer's value.*

This principle and recommendations 3.1 – 3.6 are observed, except for recommendation 3.2, which is observed partially. The management board acts in accordance with the articles of association and laws and regulations and the management board regulation which is not publicly available. The constant growth of the Company affirms that such form of activity of the management board completely ensures the achievement of the aims set for good corporate governance.

### (4) MANAGEMENT BOARD COMPOSITION AND REQUIREMENTS FOR MEMBERS OF THE MANAGEMENT BOARD

*A management board composition approved by the Issuer shall be able to ensure sufficiently critical and independent attitude in assessing and taking decisions*

This principle and recommendations 4.1 – 4.4 are observed, except for recommendation 4.2, which is observed partially. Members of the management board are nominated and elected in accordance with procedure set in laws and regulations, taking into account their experience and adequacy for the positions as well as other aspects. Detailed personal information on the members of the management board is not published on the web page of the Company. Information on the newly elected members of the management board and their experience is published on NASDAQ web page as well as in the system of Central Storage of Regulated Information ([www.oricgs.lv](http://www.oricgs.lv)).

### (5) IDENTIFICATION OF INTEREST CONFLICTS IN THE WORK OF MEMBERS OF THE MANAGEMENT BOARD

*Every member of the management board shall avoid any interest conflicts in his/her work and be maximally independent from any external circumstances and willing to assume responsibility for the decisions taken and comply with the general ethical principles in adopting any decisions connected with the business of the Issuer.*

This principle and recommendations 5.1 – 5.3 are observed. In its activities, the management board observes the requirements of the applicable laws and regulations. Members of the management board immediately inform other members of a possible conflict of interests.



# IMPLEMENTATION (II)

## COUNCIL

### (6) OBLIGATIONS AND RESPONSIBILITIES OF THE COUNCIL

*The objective of the Issuer's council is to act in the interests of all the shareholders, ensuring that the value of the Issuer grows. The Issuer shall clearly determine the obligations of the council and the responsibility of the council members, as well as ensure that individual council members or groups thereof do not have a dominating role in decision making.*

This principle and recommendations 6.1 – 6.4 are observed, except for recommendation 6.1, which is observed partially. The Company has not ratified a publicly available written council regulation. The council acts in accordance with the articles of association of the Company, laws and regulations and decisions of the shareholders' meetings, which ensure the achievements of the aims of corporate governance. The Council meetings take place regularly. In 2015 there were 5 meetings of the council.

### (7) COUNCIL COMPOSITION AND REQUIREMENTS FOR COUNCIL MEMBERS

*The council structure determined by the Issuer shall be transparent and understandable and ensure sufficiently critical and independent attitude in evaluating and taking decisions.*

This principle and recommendations 7.1 – 7.8 are observed, except for recommendations 7.1 and 7.6, which are observed partially. Council member candidates are required to submit the information as set in recommendation 7.1. The Company ensures that the information on the council member candidates (including their experience) is publicly available on the web page of NADAQ and [www.oricgs.lv](http://www.oricgs.lv). Council members are chosen and elected in accordance with the requirements of laws and regulations. It is considered that independent council member is Frank Wilhelm Behrends.

### (8) IDENTIFICATION OF INTEREST CONFLICTS IN THE WORK OF COUNCIL MEMBERS

*Every council member shall avoid any interest conflicts in his/her work and be maximally independent from any external circumstances. Council members shall comply with the general ethical principles in adopting any decisions connected with the business of the Issuer and assume responsibility for the decisions taken.*

This principle and recommendations 8.1 – 8.3 are observed. In their activities, the council members observe the requirements of laws and regulations. Council members immediately inform other members of a possible conflict of interests.

## DISCLOSURE OF INFORMATION

### (9) TRANSPARENCY OF THE ISSUER'S BUSINESS

*The information disclosed by the Issuers shall be provided in due time and allowing the shareholders to assess the management of the Issuer, to get an idea on the business of the company and its financial results, as well as to take grounded decisions in relation to the shares owned by them.*

This principle and recommendations 9.1 – 9.4 are observed. Important information in relation to the Company is disclosed and published in due time and in accordance with the requirements of laws and regulations. A member of the management board of the Company is authorized to communicate with the mass media and third parties. Financial and annual reports are prepared and published in accordance with the requirements of laws and regulations.

### (10) INVESTOR RELATIONS

*Considering that financial instruments of the Issuers are offered on a regulated market, also such activity sphere of the Issuers as investor relations (hereinafter – the IR) and the development and maintaining thereof is equally important, paying special attention to that all the investors have access to equal, timely and sufficient information.*

This principle and recommendations 10.1 – 10.5 are observed, except for recommendation 10.5, which is observed partially. The Company ensures communication possibilities and provides important information in due time, ensuring its precision and truthfulness. The Company has a modern web page containing information about the Company. Actual important information on the Company is also published on NASDAQ web page and [www.oricgs.lv](http://www.oricgs.lv) in due time.



# IMPLEMENTATION (III)

## INTERNAL CONTROL AND RISK MANAGEMENT

### (11) PRINCIPLES OF THE ISSUER'S INTERNAL AND EXTERNAL CONTROL

*To ensure successful work of the Issuer, it shall be necessary to plan regular its controls and to determine the procedure of internal and external (audit) control.*

This principle and recommendations 11.1 – 11.6 are observed. The internal control order of the Company is provided by internal control system. The Company has implemented and maintains a quality management system pursuant to ISO 9001:2008. The management board of the Company regularly identifies the existing and potential risks and develops course of actions for the control and removal of the risks. The Company ensures the internal and external audit control in accordance with the requirements of the applicable laws and regulations.

### (12) AUDIT COMMITTEE

*The Audit Committee shall be established by a resolution of the Issuer's shareholders' meeting, and its operations and scope of responsibilities shall be set as guided by the legislation.*

This principle and recommendations 12.1 – 12.5 are observed. The Audit Committee acts in accordance with the requirements of the applicable laws and regulations.

## REMUNERATION POLICY

### (13) REMUNERATION POLICY

*The policy of the remuneration of board and council members – type, structure and amount of remuneration - is one of the spheres where persons involved has a potentially greater risk to find themselves in an interest conflict situation. To avoid it, the Issuer shall develop a clear remuneration policy, specifying general principles, types and criteria for the remuneration to be awarded to the board or council members.*

This principle and recommendations 13.1 – 13.11 are observed. The Company has developed a remuneration system. Its aim is to promote the employees' involvement in achieving high results for the activities of the Company and ensure to the employees effective, elastic and differentiated remuneration. Remuneration of the management board and the council of the Company is determined in accordance with the requirements of laws and regulations and in accordance with decisions of the supervisory bodies of the Company. Remuneration for the council members is decided by the shareholders' meeting and for the members of the management board by the council within the limits of budget approved by the shareholders' meeting. Members of the management board and of the council of the Company do not receive remuneration in the form of shares.

### (14) REMUNERATION REPORT

*A clear and complete report on the remuneration policy with regard to the management body members of the Issuer should be made available to the shareholders. Public disclosure of the said information would allow the existing and potential shareholders to carry out a comprehensive evaluation of the Issuer's approach the remuneration issues; consequently, the Issuer's responsible body shall draft and made public the Remuneration Report.*

This principle and recommendations 14.1 – 14.8 are observed partially. The remuneration of the members of the management board and of the council is considered confidential. Nevertheless, as indicated above, the amount of remuneration for the members of the management board and of the council is decided by the shareholders' meeting (regarding the council members) and by the council (regarding the members of the management board) within the limits of budget approved by the shareholders' meeting. The remuneration policy of the Company is aimed at motivating the board members in long-term growth of the Company, by granting bonuses depending from the profit indicators. Members of the management board and of the council of the Company do not to receive remuneration in the form of shares.

PRINCIPLES OF CORPORATE GOVERNANCE AND RECOMMENDATIONS ON THEIR IMPLEMENTATION  
NASDAQ OMX RIGA, AS, 2010

## I INTRODUCTION

### 1. GENERAL PROVISIONS

1. Legal acts of the Republic of Latvia and the regulatory acts related thereto set forth the specific provisions to be complied with by the capital companies that are listed in a regulated market in Latvia in relation to their administration and disclosure of information. Nowadays, it is the disclosed financial and non-financial information that is very important in the evaluation of the business of a capital company, therefore, it can be surely said that it is required for capital companies to implement a strictly determined procedure for the provision of internal and external accounts and to ensure timely disclosure of substantial information.

The objective and aim of corporate governance is to increase the value of a company but it can be implemented only if all the interests and rights of shareholders are complied with.

2. The basis of any corporate governance is the determination of the powers of the council and the board of a capital company, balancing their skills, experience and also independence in accordance with the business type and volume of the company. The most essential are honesty, independence, responsibility and compliance with ethical principles of the persons who might affect the strategy and financial independence of the Issuer, and the council should consist of good professionals with high principles of moral.

Taking into account that it is impossible to specify one uniform best cooperative governance model that could be applied by all the Issuers to equally efficient extent, these recommendations provide a summary of the key principles that should be considered as the basis of the best corporate governance.

3. These Principles of Corporate Governance and Recommendations on their Implementation (hereinafter – the Recommendations) have been prepared taking into account the requirements for capital companies laid down in the legal acts of the Republic of Latvia as well as the recommendations of the European Union and the OECD (Organization of Economic Cooperation and Development) on the governance of capital companies. The principles of corporate governance should be complied with not only by the capital companies the shares of which are listed on the regulated market organized by NASDAQ OMX Riga (hereinafter – the Stock Exchange) – they are recommended to any other capital company.

### 2. OBJECTIVE OF THE RECOMMENDATIONS

4. A quality governance and transparency of the capital companies the stocks of which are included in the market regulated by the Stock Exchange (hereinafter – the Issuers) becomes more and more significant a criterion for investors when choosing the object of investments. The objective of these Recommendations is to facilitate the transparency of the Issuers' business and to improve the disclosure quality, which would, in its turn, facilitate the interest of local and foreign investors about the stocks of the Issuers that are listed on the Stock Exchange, as well as the reliability of securities in the market of Latvia on the whole.

5. Since the governance of the Issuers is based on the legal acts binding to the Issuers, these Recommendations are intended to supplement the procedures laid down in such legal acts.

6. For the purposes of these Recommendations the term "corporate governance" shall mean a system by means of which the business of the Issuer is organized. Corporate governance is a set of measures for attaining the Issuer's business objectives, monitoring the Issuer's business and assessing and managing risks thereof.

### 3. IMPLEMENTATION OF THE PRINCIPLES OF CORPORATE GOVERNANCE IN THE ISSUER'S ACTIVITY

7. The Issuers are called on to evaluate and implement the principles of good corporate governance referred to herein as a confirmation of the fact that the Issuer is interested in protecting the rights of its shareholders and ensuring their interests. Every Issuer shall have the right to free choice whether to apply these principles in their activity and to what extent.

8. The Issuers are asked to acquaint also their shareholders with these principles for them to evaluate these principles and the necessity to implement them in the activity of the Issuer adequately. It is important to acquaint shareholders with the principles of corporate governance in cases when it is required to adopt specific decisions for the implementation of separate principles, e.g. in case of amendments to the statutes of the Issuer or other organizational documents which are approved by the shareholders' meeting.

9. On the implementation of the corporate governance principles in their business, the Issuers shall prepare the Corporate Governance Report (hereinafter – the Report) that shall be prepared in compliance with the principle "comply with or explain".

Since the Issuers have freedom of choice as to what principles to implement in their business and to what extent to apply them, then the Issuers are asked to provide in their Reports information on what principles and in what way the Issuer has implemented. If any principle is not applied or applied partially, the Issuer shall

provide in its Report the information on the circumstances due to which the principle in question is not or cannot be implemented.

When preparing the Report, the Issuers shall take into account the principles referred to in this document on the implementation of corporate governance principles.

10. The Issuers shall provide the Report together with the annual report within the term set by the Stock Exchange as well as publish the said information on its website on the Internet.

## II PRINCIPLES OF GOOD CORPORATE GOVERNANCE

### SHAREHOLDERS' MEETING

Shareholders realize their right to participate in the management of the Issuer at shareholders' meetings. In compliance with legal acts the Issuers shall call the annual shareholders' meeting as minimum once a year. Extraordinary shareholders' meetings shall be called as required.

#### 1. ENSURING SHAREHOLDERS' RIGHTS AND PARTICIPATION AT SHAREHOLDERS' MEETINGS

**The Issuers shall ensure equal attitude towards all the shareholders – holders of one category of shares. All shareholders shall have equal rights to participate in the management of the Issuer – to participate at shareholders' meetings and receive information that shareholders need in order to make decisions.**

1.1. It shall be important to ensure that all the holders of shares of one category have also equal rights, including the right to receive a share of the Issuer's profit as dividends or in another way in proportion to the number of the shares owned by them if such right is stipulated for the shares owned by them.

1.2. The Issuer shall prepare a policy for the division of profit. In the preparation of the policy, it is recommended to take into account not only the provision of immediate benefit for the Issuer's shareholders by paying dividends to them but also the expediency of profit reinvesting, which would increase the value of the Issuer in future. It is recommended to discuss the policy of profit division at a shareholders' meeting thus ensuring that as possibly larger a number of shareholders have the possibility to acquaint themselves with it and to express their opinion on it. The Report shall specify where the Issuer's profit distribution policy is made available.

1.3. In order to protect the Issuer's shareholders' interest to a sufficient extent, not only the Issuers but also any other persons who in compliance with the procedure stipulated in legislative acts call, announce and organize a shareholders' meeting are asked to comply with all the issues referred to in these Recommendations in relation to calling shareholders' meetings and provision of shareholders with the required information.

1.4. Shareholders of the Issuers shall be provided with the possibility to receive in due time and regularly all the required information on the relevant Issuer, participate at meetings and vote on agenda issues. The Issuers shall carry out all the possible activities to achieve that as many as possible shareholders participate at meetings; therefore, the time and place of a meeting should not restrict the attendance of a meeting by shareholders. Therefore, it should not be admissible to change the time and place of an announced shareholders' meeting shortly before the meeting, which thus would hinder or even make it impossible for shareholders to attend the meeting.

1.5. The Issuers shall inform their shareholders on calling a shareholders' meeting by publishing a notice in compliance with the procedure and the time limits set forth in legislative acts. The Issuers are asked to announce the shareholders' meeting as soon as the decision on calling the shareholders' meeting has been taken; in particular, this condition applies to extraordinary shareholders' meetings. The information on calling a shareholders' meeting shall be published also on the Issuer's website on the Internet, where it should be published also at least in one foreign language. It is recommended to use the English language as the said other language so that the website could be used also by foreign investors. When publishing information on calling a shareholders' meeting, also the initiator of calling the meeting shall be specified.

1.6. The Issuer shall ensure that compete information on the course and time of the meeting, the voting on decisions to be adopted, as well as the agenda and draft decisions on which it is planned to vote at the meeting is available in due time to the shareholders. The Issuers shall also inform the shareholders whom they can address to receive answers to any questions on the arrangements for the shareholders' meeting and the agenda issues and ensure that the required additional information is provided to the shareholders.

1.7. The Issuer shall ensure that at least 14 (fourteen) days prior to the meeting the shareholders have the possibility to acquaint themselves with the draft decisions on the issues to be dealt with at the meeting, including those that have been submitted additionally already after the announcement on calling the meeting. The Issuer shall ensure the possibility to read a complete text of draft decisions, especially if they apply to voting on amendments to the



Issuer's statutes, election of the Issuer's officials, determination of their remuneration, division of the Issuer's profit and other issues.

- 1.8. In no way may the Issuers restrict the right of shareholders to nominate representatives of the shareholders for council elections. The candidates to the council and candidates to other offices shall be nominated in due time so that the information on the said persons would be available to the shareholders to the extent as stipulated in Clause 1.9 of this Section as minimum 14 (fourteen) days prior to the shareholders' meeting.
- 1.9. Especially, attention should be paid that the shareholders at least 14 (fourteen) days prior to the shareholders' meeting have the possibility to acquaint themselves with information on council member candidates and audit committee member candidates whose approval is planned at the meeting. When disclosing the said information, also a short personal biography of the candidates shall be published.
- 1.10. The Issuer may not restrict the right of shareholders to consult among them during a shareholders' meeting if it is required in order to adopt a decision or to make clear some issue.
- 1.11. To provide shareholders with complete information on the course of the shareholders' meeting, the Issuer shall prepare the regulations on the course of shareholders' meeting, in which the agenda of shareholders' meeting and the procedure for solving any organizational issues connected with the shareholders' meeting (e.g., registration of meeting participants, the procedure for the adoption of decisions on the issues to be dealt with at the meeting, the Issuer's actions in case any of the issues on the agenda is not dealt with, if it is impossible to adopt a decision etc.). The procedures adopted by the Issuer in relation to participation in voting shall be easy to implement.
- 1.12. The Issuer shall ensure that during the shareholders' meeting the shareholders have the possibility to ask questions to the candidates to be elected at the shareholders' meeting and other attending representatives of the Issuer. The Issuer shall have the right to set reasonable restrictions on questions, for example, excluding the possibility that one shareholder uses up the total time provided for asking of questions and setting a time limit of speeches.
- 1.13. When entering the course and contents of discussions on the agenda issues to be dealt with at the shareholders' meeting in the minutes of shareholders' meeting, the chairperson of the meeting shall ensure that, in case any meeting participant requires it, particular debates are reflected in the minutes or that shareholder proposal or questions are appended thereto in written form.

## 2. PARTICIPATION OF MEMBERS AND MEMBER CANDIDATES OF THE ISSUER'S MANAGEMENT INSTITUTIONS AT SHAREHOLDERS' MEETINGS

**Shareholders' meetings shall be attended by the Issuer's board members, auditors, and as possibly many council members.**

- 2.1. The attendance of members of the Issuer's management institutions and auditor at shareholders' meetings shall be necessary to ensure information exchange between the Issuer's shareholders and members of management institutions as well as to fulfill the right of shareholders to receive answers from competent persons to the questions submitted. The attendance of the auditor shall not be mandatory at shareholders' meetings at which issues connected with the finances of the Issuer are not dealt with. By using the right to ask questions shareholders have the possibility to obtain information on the circumstances that might affect the evaluation of the financial report and the financial situation of the Issuer.
- 2.2. Shareholders' meetings shall be attended by the Issuer's official candidates whose election is planned at the meeting. This shall in particular apply to council members. If a council member candidate or auditor candidate is unable to attend the shareholders' meeting due to an important reason, then it shall be admissible that this person does not attend the shareholders' meeting. In this case, all the substantial information on the candidate shall be disclosed before the shareholders' meeting.
- 2.3. During shareholders' meetings, the participants must have the possibility to obtain information on officials or official candidates who do not attend the meeting and reasons thereof. The reason of non-attendance should be entered in the minutes of shareholders' meeting.

## BOARD

The board is the Issuer's executive institution, which manages and represents the Issuer in its everyday business, therefore the Issuer shall ensure that it is efficient, able to take decisions, and committed to increase the value of the company, therefore its obligations and responsibilities have to be clearly determined.

### 3. OBLIGATIONS AND RESPONSIBILITIES OF THE BOARD

**The Issuers shall clearly and expressively determine the obligations and authorities of the board and responsibilities of its members, thus ensuring a successful work of the board and an increase in the Issuer's value.**

- 3.1. The board shall have the obligation to manage the business of the Issuer, which includes also the responsibility for the realization of the objectives and strategies determined by the Issuer and the responsibility for the results achieved. The board shall be responsible for the said to the council and the shareholders' meeting. In fulfillment of its obligations, the board shall adopt

decisions guided by interests of all the shareholders and preventing any potential conflict of interests.

- 3.2. The powers of the board shall be stipulated in the Board Regulations or a similar document, which is to be published on the website of the Issuer on the Internet. This document must be also available at the registered office of the Issuer.
- 3.3. The board shall be responsible also for the compliance with all the binding regulatory acts, risk management, as well as the financial activity of the Issuer.
- 3.4. The board shall perform certain tasks, including:
  - 1) corporate strategies, work plan, risk control procedure, assessment and advancement of annual budget and business plans, ensuring control on the fulfillment of plans and the achievement of planned results;
  - 2) selection of senior managers of the Issuer, determination of their remuneration and control of their work and their replacement, if necessary, in compliance with internal procedures (e.g. personnel policy adopted by the Issuer, remuneration policy etc.);
  - 3) timely and qualitative submission of reports, ensuring also that the internal audits are carried out and the disclosure of information is controlled.
- 3.5. In annual reports, the board shall confirm that the internal risk procedures are efficient and that the risk management and internal control have been carried out in compliance with the said control procedures throughout the year.
- 3.6. It shall be preferable that the board submits decisions that determine the objectives and strategies for achievement thereof (participation in other companies, acquisition or alienation of property, opening of representation offices or branches, expansion of business etc.) to the Issuer's council for approval.

### 4. BOARD COMPOSITION AND REQUIREMENTS FOR BOARD MEMBERS

**A board composition approved by the Issuer shall be able to ensure sufficiently critical and independent attitude in assessing and taking decisions.**

- 4.1. In composing the board, it shall be observed that every board member has appropriate education and work experience. The Issuer shall prepare a summary of the requirements to be set for every board member, which specifies the skills, education, previous work experience and other selection criteria for every board member.
- 4.2. On the Issuer's website on the Internet, the following information on every Issuer's board member shall be published: name, surname, year of birth, education, office term, position, description of the last three year's professional experience, number of the Issuer's or its parent companies/subsidiaries shares owned by the member, information on positions in other capital companies.
- 4.3. In order to fulfill their obligations successfully, board members must have access in due time to accurate information on the activity of the Issuer. The board must be capable of providing an objective evaluation on the activity of the Issuer. Board members must have enough time for the performance of their duties.
- 4.4. It is not recommended to elect one and the same board member for more than four successive terms. The Issuer has to evaluate whether its development will be facilitated in the result of that and whether it will be possible to avoid a situation where greater power is concentrated in hands of one or a number of separate persons due to their long-term work at the Issuer. If, however, such election is admitted, it shall be recommended to consider to change the field of work of the relevant Board member at the Issuer.

### 5. IDENTIFICATION OF INTEREST CONFLICTS IN THE WORK OF BOARD MEMBERS

**Every board member shall avoid any interest conflicts in his/her work and be maximally independent from any external circumstances and willing to assume responsibility for the decisions taken and comply with the general ethical principles in adopting any decisions connected with the business of the Issuer.**

- 5.1. It shall be the obligation of every board member to avoid any, even only supposed, interest conflicts in his/her work. In taking decisions, board members shall be guided by the interests of the Issuer and not use the cooperation offers proposed to the Issuer to obtain personal benefit.
- 5.2. On the occurrence of any interest conflict or even only on its possibility, a board member shall notify other board members without delay. Board members shall notify on any deal or agreement the Issuer is planning to conclude with a person who has close relationship or is connected with the board member in question, as well as inform on any interest conflicts occurred during the validity period of concluded agreements.

For the purposes of these Recommendations the following shall be regarded as persons who have close relationship with a board member: spouses, a relative, including kinship of second degree or brother-in-law of first degree, or persons with whom the board member has had a common household for at least one year. For the purposes of these recommendations the following shall be regarded as persons who are connected with a board member: legal persons where the board member or a closely related to him/her person is a board or council member, performs the tasks of an auditor or holds another





managing office in which he or she could determine or affect the business strategy of the respective legal entity.

- 5.3. Board members should not participate in taking decisions that could cause an interest conflict.

## COUNCIL

In compliance with legal acts a council is the institution that supervises the Issuer and represents interests of shareholders between meetings in cases stipulated in the law and in the statutes of the Issuer, supervises the work of the board.

### 6. OBLIGATIONS AND RESPONSIBILITIES OF THE COUNCIL

**The objective of the Issuer's council is to act in the interests of all the shareholders, ensuring that the value of the Issuer grows. The Issuer shall clearly determine the obligations of the council and the responsibility of the council members, as well as ensure that individual council members or groups thereof do not have a dominating role in decision making.**

- 6.1 The functions of the council shall be set forth in the council regulation or a document equated thereto that regulates the work of the council, and it shall be published on the Issuer's website on the Internet. This document shall be also available at the Issuer's office.
- 6.2 The supervision carried out by the council over the work of the board shall include supervision over the achievement of the objectives set by the Issuer, the corporate strategy and risk management, the process of financial accounting, board's proposals on the use of the profit of the Issuer, and the business performance of the Issuer in compliance with the requirements of regulatory acts. The council should discuss every of the said matters and express its opinion at least annually, complying with frequency of calling council meetings as laid down in regulatory acts, and the results of discussions shall be reflected in the minutes of the council's meetings.
- 6.3 The council and every its member shall be responsible that they have all the information required for them to fulfill their duties, obtaining it from board members and internal auditors or, if necessary, from employees of the Issuer or external consultants. To ensure information exchange, the council chairperson shall contact the Issuer's board, inter alia the board chairperson, on a regular basis and discuss all the most important issues connected with the Issuer's business and development strategy, business activities, and risk management.
- 6.4 When determining the functions of the council, it should be stipulated that every council member has the obligation to provide explanations in case the council member is unable to participate in council meetings. It shall be recommended to disclose information on the council members who have not attended more than a half of the council meetings within a year of reporting, providing also the reasons for non-attendance.

### 7. COUNCIL COMPOSITION AND REQUIREMENTS FOR COUNCIL MEMBERS

**The council structure determined by the Issuer shall be transparent and understandable and ensure sufficiently critical and independent attitude in evaluating and taking decisions.**

- 7.1 The Issuer shall require every council member as well as council member candidate who is planned to be elected at a shareholders' meeting that they submit to the Issuer the following information: name, surname, year of birth, education, office term as a council member, description of the last three year's professional experience, number of the Issuer's or its parent companies/subsidiaries shares owned by the member, information on positions in other capital companies. The said information shall be published also on the Issuer's website on the Internet, providing, in addition to the said information, also the term of office for which the council member is elected, its position, including also additional positions and obligations, if any.
- 7.2 When determining the requirements for council members as regards the number of additional positions, attention shall be paid that a council member has enough time to perform his or her duties in order to fulfill their duties successfully and act in the interests of the Issuer to a full extent.
- 7.3 In establishing the Issuer's council, the qualification of council members should be taken into account and assessed on a periodical basis. The council should be composed of individuals whose knowledge, opinions and experience is varied, which is required for the council to fulfill their tasks successfully.
- 7.4 Every council member in his or her work shall be as possibly independent from any external circumstances and have the will to assume responsibility for the decisions taken and comply with the general ethical principles when taking decisions in relation to the business of the Issuer.
- 7.5 It is impossible to compile a list of all the circumstances that might threaten the independence of council members or that could be used in assessing the conformity of a certain person to the status of an independent council member. Therefore, the Issuer, when assessing the independence of council members, shall be guided by the independence criteria of council members specified in the Annex hereto.
- 7.6 It shall be recommended that at least a half of council members are independent according to the independence criteria specified in the Annex hereto. If the number of council members is an odd number, the number of independent council members may be one person less than the number of the council members who do not conform to the independence criteria specified in the Annex hereto.

- 7.7 As independent shall be considered persons that conform to the independence criteria specified in the Annex hereto. If a council member does not conform to any of the independence criteria specified in the Annex hereto but the Issuer does consider the council member in question to be independent, then it shall provide an explanation of its opinion in detail on the tolerances permitted.
- 7.8 The conformity of a person to the independence criteria specified in the Annex hereto shall be evaluated already when the council member candidate in question has been nominated for election to the council. The Issuer shall specify in the Report who of the council members are to be considered as independent every year.

### 8. IDENTIFICATION OF INTEREST CONFLICTS IN THE WORK OF COUNCIL MEMBERS

**Every council member shall avoid any interest conflicts in his/her work and be maximally independent from any external circumstances. Council members shall comply with the general ethical principles in adopting any decisions connected with the business of the Issuer and assume responsibility for the decisions taken.**

- 8.1 It shall be the obligation of every council member to avoid any, even only supposed, interest conflicts in his/her work. When taking decisions, board members shall be guided by the interests of the Issuer and not use the cooperation offers proposed to the Issuer to obtain personal benefit.
- 8.2 On the occurrence of any interest conflict or even only on its possibility, a council member shall notify other council members without delay. Council members shall notify on any deal or agreement the Issuer is planning to conclude with a person who has close relationship or is connected with the council member in question, as well as inform on any interest conflicts occurred during the validity period of concluded agreements. For the purposes of these recommendations the following shall be regarded as persons who have close relationship with a council member: spouses, a relative, including kinship of second degree or brother-in-law of first degree, or persons with whom the council member has had a common household for at least one year. For the purposes of these recommendations the following shall be regarded as persons who are connected with a council member: legal persons where the council member or a closely related to him/her person is a board or council member, performs the tasks of an auditor or holds another managing office in which he or she could determine or affect the business strategy of the respective legal entity.
- 8.3 A council member who is in a possible interest conflict should not participate in taking decisions that might be a cause of an interest conflict.

### DISCLOSURE OF INFORMATION

Good practice of corporate governance for an Issuer whose shares are included in the market regulated by the Stock Exchange means that the information disclosed by the Issuer has to provide a view on the economic activity of the Issuer and its financial results. This facilitates a justified determination of the price of financial instruments in public circulation as well as the trust in finance and capital markets. Disclosure of information is closely connected with investor relations (hereinafter – the IR), which can be defined as the process of developing Issuer's relations with its potential and existing investors and other parties interested in the business of the Issuer.

### 9. TRANSPARENCY OF THE ISSUER'S BUSINESS

**The information disclosed by the Issuers shall be provided in due time and allowing the shareholders to assess the management of the Issuer, to get an idea on the business of the company and its financial results, as well as to take grounded decisions in relation to the shares owned by them.**

- 9.1 The structure of corporate governance shall be established in a manner that ensures provision of timely and exhaustive information on all the substantial matters that concern the Issuer, including its financial situation, business results, and the structure of owners.
- 9.2 The information disclosed shall be checked, precise, unambiguous and prepared in compliance with high-quality standards.
- 9.3 The Issuers should appoint a person who would be entitled to contact the press and other mass media on behalf of the Issuer, thus ensuring uniform distribution of information and evading publication of contradictory and untruthful information, and this person could be contacted, if necessary, by the Stock Exchange and investors.
- 9.4 The Issuers should ensure timely and compliant with the existing requirements preparation and disclosure of financial reports and annual reports of the Issuer. The procedure for the preparation of reports should be stipulated in the internal procedures of the Issuer.

### 10. INVESTOR RELATIONS

**Considering that financial instruments of the Issuers are offered on a regulated market, also such activity sphere of the Issuers as investor relations (hereinafter – the IR) and the development and maintaining thereof is equally important, paying special attention to that all the investors have access to equal, timely and sufficient information.**

- 10.1 The main objectives of the IR are the provision of accurate and timely information on the business of the Issuer to participants of finance market, as well as the provision of a feedback, i.e. receiving references from the existing and potential investors and other persons. In the realization of the

IR process, it shall be born in mind that the target group consists not only of institutional investors and finance market analysts. A greater emphasis should be put on individual investors, and more importance should be attached to informing other interested parties: employees, creditors and business partners.

- 10.2 The Issuer shall provide all investors with equal and easily accessible important information related to the Issuer's business, including financial position, ownership structure and management. The Issuer shall present the information in a clear and understandable manner, disclosing both positive and negative facts, thus providing the investors with a complete and comprehensive information on the Issuer, allowing the investor to assess all information available before the decision making.
- 10.3 A number of channels shall be used for the information flow in the IR. The IR strategy of the Issuer shall be created using both the possibilities provided by technologies (website) and relations with mass media and the ties with the participants of finance market. Considering the development stage of modern technologies and the accessibility thereof, the Internet is used in the IR of every modern company. This type of media has become one of the most important means of communications for the majority of investors.
- 10.4 The basic principles that should be observed by the Issuers in preparing the IR section of their websites:
  - 1) The IR section of website shall be perceived not only as a store of information or facts but also as one of the primary means of communication by means of which it is possible to inform the existing and potential shareholders;
  - 2) all the visitors of the IR section of website shall have the possibility to obtain conveniently all the information published there. Information on websites shall be published in all the foreign languages in which the Issuer normally distributes information so that in no way would foreign investors be discriminated, however, it shall be taken into account that information must be disclosed at least in Latvian and English;
  - 3) It shall be recommended to consider a solution that would allow the existing and potential investors to maintain ties with the Issuer by using the IR section of website – submit questions and receive answers thereto, order the most recent information, express their opinions etc.;
  - 4) the information published on websites shall be updated on a regular basis, and the news in relation to the Issuer and its business shall be published in due time. It shall not be admissible that outdated information that could mislead investors is found on websites;
  - 5) after the website is created the creators themselves should assess the IR section of the website from the point of view of users – whether the information of interest can be found easily, whether the information published provides answers to the most important questions etc.
- 10.5 The Issuer shall ensure that at least the following information is contained in the IR section of website:
  - 1) general information on the Issuer - history of its establishment and business, registration data, description of industry, main types of business;
  - 2) Issuer's Report ("*comply or explain*") on the compliance with the principles of corporate governance;
  - 3) Number of issued and paid financial instruments, specifying how many of them are included in a regulated market;
  - 4) information on shareholders' meetings, draft decisions to be examined, decisions adopted – at least for the last year of report ;
  - 5) Issuer's statutes;
  - 6) Issuer's board or council regulation or a document equated thereto that regulates its work, as well as the Issuer's remuneration policy (or a reference where it is made available) and the shareholders' meeting procedure regulation, if such has been adopted;
  - 7) Information on the performance of the Issuer's Audit Committee;
  - 8) information on present Issuer's council and board members (on each individually): work experience, education, number of the Issuer's shares owned by the member (as at the beginning of year; the information shall be updated as required but at least annually), information on positions in other capital companies, and the term of office of board and council members;
  - 9) Issuer's shareholders which/who own at least 5% of the Issuer's shares; and information on changes of shareholders;
  - 10) Financial reports and annual reports of the Issuer prepared in compliance with the procedure specified in legal acts and the Stock Exchange regulations;
  - 11) Any other information to be disclosed by the Issuer, e.g. information on any substantial events, Issuer's press releases, archived information on Issuer's financial and annual reports on previous periods etc.

## INTERNAL CONTROL AND RISK MANAGEMENT

The purpose of internal control and risk management is to ensure efficient and successful work of the Issuer, the truthfulness of the information disclosed and conformity thereof to the relevant regulatory acts and business principles. Internal control helps the board to identify the shortcomings and risks in the management of the Issuer as well as facilitates that the council's task - to supervise the work of the board - is fulfilled efficiently.

### 11. PRINCIPLES OF THE ISSUER'S INTERNAL AND EXTERNAL CONTROL

**To ensure successful work of the Issuer, it shall be necessary to plan regular its controls and to determine the procedure of internal and external (audit) control.**

- 11.1 To ensure successful operation, the Issuer shall control its work on a regular basis and define the procedure of internal control.
- 11.2 The objective of risk management is to ensure that the risks connected with the commercial activity of the Issuer are identified and supervised. To ensure an efficient risk management, it shall be necessary to define the basic principles of risk management. It is recommended to characterize the most essential potential and existing risks in relation to the business of the Issuer.
- 11.3 Auditors shall be granted access to the information required for the fulfillment of the auditor's tasks and the possibility to attend council and board meetings at which financial and other matters are dealt with.
- 11.4 Auditors shall be independent in their work and their task shall be to provide the Issuer with independent and objective auditing and consultation services in order to facilitate the efficiency of the Issuer's business and to provide support in achieving the objectives set for the Issuer's management by offering a systematic approach for the assessment and improvement of risk management and control processes.
- 11.5 It shall be recommended to carry out an independent internal control at least annually in order to assess the work of the Issuer, including its conformity to the procedures approved by the Issuer.
- 11.6 When approving an auditor, it is recommended that the term of office of one auditor is not the same as the term of office of the board.

### 12. AUDIT COMMITTEE

**The Audit Committee shall be established by a resolution of the Issuer's shareholders' meeting, and its operations and scope of responsibilities shall be set as guided by the legislation.**

- 12.1 The functions and responsibility of the Audit Committee should be specified in the regulation of the committee or a comparable document.
- 12.2 To assure an efficient functioning of the Audit Committee, it is recommended that at least three of its members have adequate knowledge in accounting and financial reporting, because issues related to the Issuer's financial reports and control are in the focus of the Audit Committee's operations.
- 12.3 All Audit Committee members shall have access to the information about the accounting principles practiced by the Issuer. Board shall advise the audit Committee as to the approaches to significant and unusual transactions, where alternative evaluations are possible, and shall ensure that the Audit Committee has access to all information that has been specified in the legislation.
- 12.4 The Issuer shall ensure that its officials, board members and staff release the information to the Audit Committee that is necessary for its operations. The Audit Committee should also be entitled to carry out an independent investigation in order to identify, within its scope, any violations in the Issuer's activities.
- 12.5 Within its scope, the Audit Committee shall adopt resolutions, and is accountable to the shareholders' meeting for its operations.

## REMUNERATION POLICY

### 13. GENERAL PRINCIPLES, TYPES AND CRITERIA FOR SETTING REMUNERATION

**The policy of the remuneration of board and council members – type, structure and amount of remuneration - is one of the spheres where persons involved has a potentially greater risk to find themselves in an interest conflict situation. To avoid it, the Issuer shall develop a clear remuneration policy, specifying general principles, types and criteria for the remuneration to be awarded to the board or council members.**

- 13.1 The Issuers are called on to develop a remuneration policy in which the main principles for setting the remuneration, possible remuneration schemes and other essential related issues are determined. While preparing the remuneration policy Issuer should ensure that the remuneration of management and supervisory board members is proportionate to the remuneration of the Issuer's executive and managing directors and other employees.
- 13.2 Without limiting the role and operations of the Issuer's management bodies responsible for setting remuneration to the board and council members, the drafting of the remuneration policy should be made a responsibility of the Issuer's board, which during the preparation of a draft policy should consult with the Issuer's council. In order to avoid conflicts of interest and to monitor the management board remuneration policy, the Issuer should appoint a responsible person having sufficient experience



- and knowledge in the field of remuneration for development of the remuneration policy.
- 13.3 Should the remuneration policy contain a remuneration structure with a variable part in the form of the Issuer's shares or share options or any other payments, including premiums, it should be linked to previously defined short-term and long-term goals and performance criteria. If remuneration depends on fulfillment of short-term goals only, it is not likely to encourage an interest in the company's growth and improved performance in the long-term. The scope and structure of the remuneration should depend on the business performance of the company, share price and other Issuer's events.
- 13.4 While setting the variable part of remuneration, Issuer should set limits on the variable component(s). The non-variable part of remuneration should be sufficient to allow the Issuer to withhold variable part of remuneration when necessary.
- 13.5 Where a variable part of remuneration provides Issuer's shares, share options or any other acquisition rights thereof, it should be desirable to prescribe a minimum non-used period of time.
- 13.6 Remuneration policy should include provisions that permit the Issuer to reclaim variable part of remuneration that were awarded on the basis of data which subsequently proved to be manifestly misstated. Such provision should be included in contracts concluded between the respective executives and the Issuer.
- 13.7 Remuneration schemes that include Issuer's shares as remuneration may theoretically cause loss to the Issuer's existing shareholders because the share price might drop due to a new issue of shares. Therefore, prior to the preparation and approval of this type of remuneration, it shall be required to assess the possible benefits or losses.
- 13.8 When preparing the remuneration policy where a variable part is in the form of the Issuer's shares or share options, the Issuer shall be obliged to disclose information on how the Issuer plans to ensure the amount of shares to be granted in compliance with the approved remuneration schemes— whether it is planned to obtain them by buying on a regulated market or by issuing new shares.
- 13.9 While drafting the remuneration policy and envisaging awarding options entitling to the Issuer's shares, the Stock Exchange rules regarding distribution of share options should be taken into account.
- 13.10 While setting remuneration principles with regard to board and council members, they should include general approach as to compensations, if any, in cases when contracts with the said officials are terminated (termination payments). Termination payments should not be paid if the termination is due to inadequate performance.
- 13.11 It is recommended to set an adequate maximum amount of the termination payments which should not be higher than two years of the non-variable part of remuneration.
- 5) Information about the incentive schemes and the specifications and reasons for awarding any other benefits;
- 6) A description of any pension or early retirement schemes;
- 7) An overview of the remuneration paid to or any benefits received by each individual that has been board or council member in the reporting period – disclosing at least the information required in Items 14.5, 14.5 and 14.7 below.
- 14.3 To avoid overlapping of information, the Issuer, while preparing its Remuneration Report, may omit the information required in Items 14.2 1) to 7) above, provided it is a part of the Issuer's Remuneration Policy document. In such case, Remuneration Report should have a reference to the Remuneration Policy, together with an indication where it is made available.
- 14.4 If the Issuer believes that, as a result of following the provisions of Item 14.2 of these Recommendations sensitive business information might become public to the detriment of the Issuer's strategic position, the Issuer may not disclose such information and give the reasons.
- 14.5 The following remuneration and other benefits related information about each board and council member should be disclosed:
- 1) Total amount paid or outstanding (salary) for the year;
  - 2) Remuneration and other benefits received from any company associated with the Issuer. For the understanding of this Item, "associated undertaking" is a company according to the definition in Paragraph 1 of the Law on the Financial Instruments Market;
  - 3) Remuneration paid as profit distribution or bonus, and the reasons for awarding such remuneration;
  - 4) Compensation for fulfillment of duties in addition to the regular job responsibilities;
  - 5) Compensations and any other payments received by or to be received by board or council member who has left the position during the accounting period;
  - 6) Total value of any other benefits apart from those listed under Items 1) to 5) received as remuneration.
- 14.6 The following information should be disclosed with regard to the shares and/or share options or any other incentive schemes resulting in ownership of the Issuer's shares:
- 1) the number and holding conditions of shares or share options entitling to the Issuer's shares granted over the reporting period to the members of Issuer's management bodies;
  - 2) The number of options exercised during the reporting period, entitling to the Issuer's shares, specifying the price and the number of shares obtained, or the unit value held by the member of the Issuer's management board in a share-related incentive scheme as at the end of the reporting year;
  - 3) The number of non-exercised options entitling to the Issuer's shares as at the end of the reporting year, the share price in the contract, expiry date and the key rules for exercising the option;
  - 4) Information changes, if any, introduced during the reporting period with regard to the provisions of the contracts on options entitling to the Issuer's shares (such as changes in the option exercising rules, change of expiry date etc.).
- 14.7 The following information should be disclosed with regard to savings or contributions to pension schemes of private pension funds:
- 1) the amount of contributions made by the Issuer, to the benefit of individuals, to a pension scheme or schemes, and the rules for disbursement of the pension capital;
  - 2) the participation rules, including termination of participation, to the respective pension scheme, applicable the concrete individual.
- 14.8 Remuneration schemes involving awarding with the Issuer's shares, share options or any other tools resulting in ownership of the Issuer's shares shall be approved by the annual general meeting of shareholders. Shareholders' meeting, while resolving on approval of the remuneration scheme, need not resolve on its application to concrete individuals.

#### 14. REMUNERATION REPORT

**A clear and complete report on the remuneration policy with regard to the management body members of the Issuer should be made available to the shareholders. Public disclosure of the said information would allow the existing and potential shareholders to carry out a comprehensive evaluation of the Issuer's approach the remuneration issues; consequently, the Issuer's responsible body shall draft and made public the Remuneration Report.**

- 14.1 The Issuer is obliged to make public the Remuneration Report – a complete report on the remuneration policy applied to the members of the Issuer's management bodies. Remuneration Report may be a separate document, or may integrated in a special chapter of the Report prepared by the Issuer as recommended by Item 9 of the Introduction of the present Recommendations. The Remuneration Report should be posted on the Issuer's website.
- 14.2 Remuneration Report should contain at least the following information:
- 1) Information as to the application of the remuneration policy to board and council members in the previous financial year, specifying the material changes to the Issuer's remuneration policy compared to the previous reporting period;
  - 2) The proportion between the fixed and variable part of the remuneration for the respective category of officials, including information with regard to vesting periods of variable part of remuneration;
  - 3) Sufficient information as to linking the remuneration with performance. To consider the information sufficient, the report should contain:
    - An explanation how the choice of performance criteria contributes to the long term interest of the Issuer;
    - An explanation of the methods applied in order to determine whether performance criteria have been fulfilled;
  - 4) Information about the Issuer's policy with regard to the contracts with the members of the Issuer's management bodies, the terms and conditions of the contracts (duration, notice deadlines about termination, including payments due in case of termination);

#### III ANNEX

##### INDEPENDENCE CRITERIA OF COUNCIL MEMBERS

As independent shall be regarded a council member of the Issuer who:

- 1) has not been a board or council member of the Issuer, its associated company or a shareholder that controls the Issuer in the previous three years and does not hold the said office also within the time period when holding the office of a council member. A company associated with the Issuer shall mean a company which is included in the consolidated financial report of the Issuer or the consolidated report of which the Issuer is included in;
- 2) is not the Issuer's, its associated company's or a shareholder's which controls the Issuer employee, except in cases when the council member candidate in question has been appointed for election to the council as a representative of the Issuer's employees;
- 3) in addition to the remuneration he or she receives as a council member, he or she does not receive or has not received any substantial additional



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- remuneration from the Issuer, its associated company or a shareholder that controls the Issuer;
- 4) neither directly or indirectly represents the shareholders that control the Issuer;
  - 5) neither as of the approval nor within the last year prior to approval as a council member neither directly nor indirectly has been in substantial business relations with the Issuer, its associated company or a shareholder that controls the Issuer neither directly nor as a partner, shareholder or a senior manager;
  - 6) within the last three years has not been an internal controller, auditor or employee at a company which is the external auditor of the Issuer, its associated company or a shareholder that controls the Issuer;
  - 7) is not a board member or another managing employee at a company at which the Issuer's board member performs the functions of a council member and if he or she has not any other essential relations with the Issuer's board members by participating in other companies or organizational units (mutually connected control relations);
  - 8) has not been the Issuer's council member for more than 10 (ten) successive years;
  - 9) is not a family member (for the purposes of this clause a family member is a spouse, a parent, or a child) of a board member or a person to whom the criteria specified in sub-clauses (1) to (8) of this Annex apply.