

Proxy Document for Extraordinary General Meeting including Voting Instructions

Lassila & Tikanoja plc's Extraordinary General Meeting on 4 December 2025

The undersigned (hereinafter also the "principal" or "shareholder") authorises the following proxy representative alone (hereinafter also the "proxy representative") to represent me/us and vote on my/our behalf with all my/our shares in accordance with the voting instructions given below at Lassila & Tikanoja plc's (the "**Company**") Extraordinary General Meeting on 4 December 2025 (the "**General Meeting**"):

Fill in the name of the proxy representative: _____

Fill in the date of birth of the proxy representative: _____

Fill in the phone number and/or email address of the proxy representative:

The completed and signed proxy form and voting instructions shall be delivered primarily as an attachment in connection with electronic registration via the company's website at www.lt.fi/en/investors, or alternatively by e-mail to egm@innovatics.fi or as originals by mail to Innovatics Ltd, EGM/Lassila & Tikanoja plc, Ratamestarinkatu 13 A, FI-00520 Helsinki, Finland. Documents must be received at the latest by 1 December 2025 10:00 a.m. (Finnish time).

Please note that you may also use the electronic Suomi.fi authorization service instead of using this proxy document. The representative can be authorised in the Suomi.fi service at www.suomi.fi/e-authorizations (using the authorization topic "Representation at the General Meeting"). In connection with registering electronically, the proxy representative must identify themselves using strong electronic authentication, after which they can register and vote in advance on behalf of the principal.

The principal accepts everything that the proxy representative legally does or fails to do under this proxy document. The principal also agrees to the transmission of information in accordance with this proxy document to Lassila & Tikanoja plc and Innovatics Ltd, as well as between these parties, to be used in connection with the General Meeting and the processing of thereto related necessary registrations.

I/we understand that if I/we give the proxy document as a representative of an entity (incl. an estate), the legal representative of the entity or a person authorised by the entity must provide necessary documents to prove their right to represent the entity (e.g. trade register extract or authenticated copy of a board resolution). Documents are requested to be attached to this proxy document. If the documents are not submitted during the registration period or they are otherwise incomplete, the shares of the entity will not be included as shares represented at the General Meeting. Proxy documents in original shall be presented to the company upon request.

The personal information provided on this proxy is used to identify a shareholder through a comparison to information in the book-entry system, as well as to confirm shareholdings on the record date of the General Meeting. The personal information will be stored in Innovatics Ltd's database for general meetings for the Company's use, and information will not be used for any other purposes or for any other general meetings.

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Voting Instructions:

At the General Meeting, the proxy representative shall exercise my/our voting rights in each of the items of the agenda of the General Meeting as indicated with a cross (X) below.

- The option “Yes” or “In favour” means that the shareholder is in favour of approving the proposal.
- The option “No” or “Against” means that the shareholder objects to the acceptance of the proposal. By voting in advance, it is not possible to submit a counterproposal to the General Meeting or demand a vote.
- The option “Abstain from voting” means giving an empty vote and that the shareholder’s shares are represented at the General Meeting with regard to the item in question, but they are neither counted as votes in favour nor against the proposal.
- The option “Not voted” means that the shareholder’s shares will be removed from the number of shares represented at the General Meeting with regard to the item in question and will not be considered as votes in favour of any option.

The difference between the option “Abstain from voting” and “Not voted” is relevant in situations where the resolution must receive a specified share of both votes cast and shares represented at the General Meeting. This is the case in agenda item 6, where the decision must be taken by a qualified majority. The option “Abstain from voting” thus has the same effect as voting against the proposal. Shareholders should be aware of this, especially if voting against the proposal in agenda item 6 is not their intention.

The Shareholder’s shares are not considered as shares represented at the General Meeting and not counted as cast votes with regard to the item in question if

- No voting instructions have been indicated.
- There is more than one voting instruction on the same item.
- Other text or markings other than a cross (X) have been used to indicate a voting instruction.

In a situation where the shareholder or the proxy representative has voted in advance more than once or via more than one voting channel, for example, both electronically and by using this proxy form, the votes dated most recently will prevail. If dated on the same day, the votes most recently received will prevail.

If the shareholder doesn’t state otherwise, the given voting instructions are assumed to concern all shares of the shareholder.

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General Meeting Agenda Items

Agenda items set out below cover proposals of the Board of Directors of Lassila & Tikanoja plc to the General Meeting in accordance with the notice to the General Meeting.

		In favour/ Yes	Against/ No	Abstain from voting	Not voted
6.	Approval of the Demerger Plan and resolving on the Partial Demerger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Resolution on the remuneration of the members of the Board of Directors of the New Lassila & Tikanoja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Election of the auditor of the New Lassila & Tikanoja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Election of the verifier of the New Lassila & Tikanoja's sustainability report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Resolution on the remuneration of the New Lassila & Tikanoja's auditor and verifier of the sustainability report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	The establishment of a Shareholders' Nomination Board for the New Lassila & Tikanoja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Adoption of the remuneration policy for governing bodies of the New Lassila & Tikanoja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Resolution on the remuneration of the members of the Board of Directors of the Company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Resolution on the number of members of the Board of Directors of the Company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Election of members of the Board of Directors of the Company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Signatures and date

Shareholder's name

Date of birth or business ID (Y-tunnus)

Phone number

E-mail address

Place and date

Signature(s)
