

REMUNERATION POLICY FOR HARBOES BRYGGERI A/S

1. INTRODUCTION AND PURPOSE

This remuneration policy (the Remuneration Policy) has been prepared in accordance with Sections 139 and 139 a of the Danish Companies Act and contains the overall framework for remuneration of the Board of Directors and Executive Board of Harboes Bryggeri A/S. The Executive Board includes the company executives who are registered as such with the Danish Business Authority.

The remuneration policy has been approved by the Board of Directors prior to its presentation at the general meeting of Harboes Bryggeri A/S on 20 August 2021. The company will present the remuneration policy for approval at the general meeting at least every 4 years, and in the event of any changes.

PURPOSE:

The remuneration policy must make it possible to attract, motivate and retain qualified members of the Board of Directors and the Executive Board, as well as ensure a coincidence of interests between the Executive Board and shareholders. Remuneration to the Board of Directors and the Executive Board must be comparable to the level in listed companies of similar size and activity.

The remuneration policy and its framework must support the company's strategy for growth and value creation, contribute to the company's long-term interests and sustainability, and at the same time ensure value for the company's shareholders.

The company applies the same general principles for the remuneration of other managers and employees in the group to ensure that salaries and employment conditions reflect the current market for talent at all levels within the group.

2. REMUNERATION TO THE BOARD OF DIRECTORS

Members of the Board of Directors receive a fixed cash remuneration.

The Chairman of the Board receives a fee of 2 times the basic fee.

The Vice Chairman receives a fee of 1.5 times the basic fee.

The Chairmen of the Audit Committee, Remuneration Committee and Nomination Committee receive an additional annual fee of 20% of the basic fee.

Other board members receive only the basic fee.

Employee-elected board members are remunerated on an equal footing with those elected at the general meeting.

The company covers necessary travel expenses for board members.

The remuneration of the Board of Directors for the relevant financial year is approved at the company's annual general meeting.

Board members do not receive variable or share-based remuneration.

3. REMUNERATION TO THE EXECUTIVE BOARD

The remuneration to the Executive Board is determined by the Board of Directors on the recommendation of the Remuneration Committee, and in accordance with the remuneration policy approved at the general meeting.

The Board of Directors assesses the remuneration of the members of the Executive Board annually and on the basis of the individual's work effort, as well as both financial and non-financial results seen in connection with the company's general development and long-term interests.

Remuneration components

The Executive Board's remuneration consists of a fixed salary and an incentive-based annual cash bonus linked to the CEO's personal performance and developments in the company's operating profit (EBITDA). The incentive-based cash bonus amounts to a maximum of 50% of the fixed annual salary.

The Executive Board participates in the company's defined-contribution pension plan.

The company has no share-based incentive pay.

Claims for repayment of variable remuneration

In special cases, variable remuneration awarded or paid to the Executive Board may be reduced or repaid in full or in part. This can happen in cases where the variable remuneration has been awarded, earned or paid on the basis of information that is subsequently found to be incorrect, or if the conditions for payment change. Claims for reduction or repayment can be made for a period of up to 12 months after the payment is allocated.

Other benefits

Members of the Executive Board are provided with the usual work-related benefits in the form of, for example, a company car and telephone.

Employment contracts

Executive Board members' employment contracts contain terms that are considered customary and comparable with similar companies.

The notice period is a maximum of 24 months. However, in cases where there are changes in the control of the company, a notice of termination can be extended by 6 months.

Employment contracts for the Executive Board contain non-compete clauses that are valid for a maximum of 12 months.

4. DEVIATION FROM THE REMUNERATION POLICY

In special cases – and following a recommendation from the Remuneration Committee – the Board of Directors may decide to deviate from the remuneration policy, e.g. by awarding an accession or retention bonus, if this is deemed to benefit the company's long-term interests. Any deviation from the remuneration policy must be described in the remuneration report.

5. APPROVAL AND PUBLICATION

This remuneration policy has been approved at the company's annual general meeting on 20 August 2021 and will be published immediately thereafter on the Company's website ([www. Harboe.dk/investor](http://www.Harboe.dk/investor))