

REMUNERATION REPORT 2021-2022

cf. Section 139 b of the Danish Companies Act and Recommendations on Corporate Governance Section 4.2.3 as issued by the Danish Committee on Corporate Governance

1. Introduction

This remuneration report (the “Remuneration Report”) provides an overview of the total remuneration received in the 2020/21 financial year by each member of the Board of Directors and of the Executive Board of Gabriel Holding A/S, company registration (CVR) number 58868728 (“Gabriel”) with comparative figures for the three financial years prior to 2021/22. The Executive Board consists of the members of Gabriel’s Executive Board who are registered as such with the Danish Business Authority.

Remuneration of the Board of Directors and Executive Board in the financial year just closed was awarded in accordance with Gabriel’s remuneration policy. The policy was approved by the annual general meeting on 10 December 2020 and is available on Gabriel’s website, www.gabriel.dk.

The overall objective of the remuneration is to attract, motivate and retain qualified members of the Board of Directors and the Executive Board and to align the interests of the Board of Directors and the Executive Board with the interests of Gabriel and its shareholders. The remuneration promotes Gabriel’s business strategy, long-term interests, sustainability and value-adding by supporting Gabriel’s long-term and short-term objectives.

The information in the Remuneration Report was obtained from Gabriel’s audited annual reports for the 2018/19, 2019/20, 2020/21 and 2021/22 financial years, available on the Gabriel’s website, www.gabriel.dk. All amounts are stated in DKK, gross.

The advisory vote on the remuneration report for 2020/21 at the annual general meeting in December 2021 reached a majority without comments and did not give rise to any changes.

2. Financial performance

Please refer to the annual report for 2021/22 for information on Gabriel’s activities and results achieved.

3. Remuneration – Board of Directors

3.1. Fixed annual fee

Members of the Board of Directors receive a fixed annual base fee, which is decided by the Board on the basis of a recommendation from the Governance, Remuneration & Nomination Committee (the “GRN Committee”) and approved by the annual general meeting. No members of the Board of Directors receive any variable remuneration, pension contribution or share-based incentive. This annual base fee takes into account the scope and nature of the work and the competencies required of the members of the Board of Directors. The chair and vice-chair each receive multipliers of the annual base fee of 3.2 and 1.6, respectively, for their extended duties.

Members of the Board of Directors who are also members of a board committee receive an additional fixed fee as remuneration for their committee work. A fee of DKK 25,000 is awarded to each ordinary member of the Audit Committee and the figure for the committee’s chair is DKK 100,000. A fee of DKK 50,000 is awarded to each ordinary member of the Acquisition Committee and the figure for the committee’s chair is DKK 100,000. A fee of DKK 100,000 is awarded to the Cyber-security Committee’s chair. The chair and vice-chair of the Board of Directors receive no additional fees for their work on the GRN Committee. No members of the Board of Directors receive remuneration from other Group companies or associates. Any travel and meeting expenses relating to committee work or attendance at meetings of the Board of Directors are reimbursed but not included as remuneration in this report.

Of the total staff costs (see note 5 in the 2021/22 annual report), the directors' remuneration accounts for DKK 1,575 million, broken down as follows:

Table 1 – Remuneration of the Board of Directors in the 2021/22 financial year – in DKK 1,000.

Name and position	Annual fee	Committee fees	Total remuneration
Jørgen Kjær Jacobsen, Chair Member of the Audit Committee and the GRN Committee and chair of the Acquisition Committee	400	125	525
Hans O. Damgaard, Vice-chair Member of the Audit Committee, member of the Acquisition Committee and chair of the GRN Committee	200	75	275
Søren B. Lauritsen, member of the Board of Directors Member of the Audit Committee, chair of the Cyber-security Committee	125	125	250
Pernille Fabricius, member of the Board of Directors Chair of the Audit Committee	125	100	225
Quinten Xerxes van Dalm, member of the Board of Directors (employee representative) Member of the Audit Committee	125	25	150
Rikke Lyhne Jensen, member of the Board of Directors (employee representative) Member of the Audit Committee	125	25	150
Total (2021/22)	1,100	475	1,575

4. Remuneration – Executive Board

The GRN Committee submits recommendations to the Board of Directors with regard to the remuneration to be awarded to the members of the Executive Board. The GRN Committee's recommendations must be based on market practice, the background and scope of the work and the competences, experience and performance required of each individual executive. In the Board of Directors' view, incentive schemes linked directly to Gabriel's growth strategy and financial targets can further the realisation of such targets and thus ensure that Gabriel, its management and its shareholders share the same interests.

Members of the Executive Board may also be granted customary employee benefits such as company car and other customary non-monetary employee benefits such as insurance, newspaper, telephone and internet access as approved by the Board of Directors.

The Board of Directors establishes the terms governing pension and resignation based on the GRN Committee's recommendations. The ordinary notice period on the part of Gabriel is 12 months. An executive may terminate their employment subject to an ordinary notice period of six months. The Executive Board is not subject to any severance pay schemes and its members do not receive fees for directorships and committee work in Gabriel's Group companies or associates. No share-based remuneration is awarded.

The remuneration of members of the Executive Board is fixed on an annual basis. The remuneration and remuneration components are approved by the Board of Directors based on the recommendations made by the GRN Committee.

Executives are entitled to annual remuneration in accordance with the remuneration policy. The total remuneration may consist of the following fixed and variable remuneration components:

- fixed base salary, including pension contribution and customary employee benefits
- short-term incentive remuneration consisting of an annual cash bonus
- long-term incentive remuneration consisting of an annual cash bonus measured over a three-year period or more and based on financial or non-financial performance criteria relating to targets set for Gabriel.

The choice of these components contributes to a well-balanced remuneration package reflecting (i) individual performance and responsibility of the members of the Executive Board in relation to established goals and targets, both in the short and the longer term, and (ii) Gabriel's overall performance.

The Executive Board's short and long-term incentive schemes must be linked directly to the financial targets supporting Gabriel's strategy. The composition of the remuneration of each individual executive is determined with a view to contributing to Gabriel's ability to attract and retain competent key employees while, at the same time, ensuring that the Executive Board has an incentive to create added value for the benefit of Gabriel's shareholders.

The terms of employment and remuneration for each member of the Executive Board are agreed between the individual executive and the Board of Directors.

Table 2 – Remuneration of the Executive Board in the 2021/22 financial year – in DKK 1,000.

Name and position	Fixed base salary	Customary employee benefits	Pension contributions*	Cash bonus**	Total remuneration	Proportion of fixed and variable remuneration
Anders Hedegaard Petersen, CEO	2,814	229	334	420	3,797	89% / 11%
Claus Møller, CCO	2,462	232	292	420	3,406	88% / 12%
Total (2021/22)	5,276	461	626	840	7,203	88% / 12%

* The pension scheme includes health insurance

** The cash bonus for 2021/22 will not be paid until after the general meeting's approval of the financial statements in December 2022.

4.1 Fixed base salary

The purpose of the fixed base salary is primarily to give the individual executive a predictable minimum salary with a view to attracting and retaining executives who possess the desired competences to contribute to Gabriel's ability to attain its short- and long-term targets. Members of the Executive Board receive a pension contribution as part of the fixed base salary.

4.2 Short-term incentives

Members of the Executive Board may be offered an annual cash bonus. The annual cash bonus is intended to align the individual executives' interests with Gabriel's short-term targets. The relevant KPIs are fixed annually in connection with the budget process. Payment of the cash bonus for both members of the Executive Board for the 2021/22 financial year is conditional on full achievement of KPIs for expected revenue and EBIT for the financial year in question.

The size of the cash bonus may not exceed 33% of the fixed base salary of the relevant member of the Executive Board.

Provisions for bonuses are made on an ongoing basis. For the 2021/22 financial year, a provision for a total cash bonus of DKK 840,000 to the Executive Board was recognised, corresponding to 50% of the maximum pay-out for fully met KPIs, because the KPIs set were not fully met in the 2021/22 financial year.

4.3 Long-term incentives

Members of the Executive Board may, at the discretion of the Board of Directors, be offered the opportunity to participate in a long-term incentive programme (3 years or more). As the members of the Executive Board already have considerable shareholdings in Gabriel, the Board of Directors has judged that the executives, via their commitment as shareholders and interested parties, are already serving Gabriel's long-term interests. For this reason, the Board of Directors does not at present offer the executives participation in a long-term incentive programme. Please see the annual report for information on the executives' specific shareholdings.

4.4 Customary employee benefits

Members of the Executive Board are offered customary employee benefits such as company car and other customary non-monetary employee benefits such as insurance, newspaper, telephony and internet access as approved by the Board of Directors.

4.5. Claw-back

Clawing back the total cash bonus is not possible except if it follows from the general rules of Danish law. A bonus already paid can thus not be clawed back if the bonus subsequently proves to have been paid or earned on the basis of data that are incorrect or inconsistent with the framework prepared by the Board of Directors. No incentive remuneration was clawed back in the 2021/22 financial year.

The total remuneration of the Executive Board is consistent with the adopted remuneration policy as it consists of a fixed fee and a variable component in the form of a cash bonus, the proportion of which does not exceed the framework provided in the remuneration policy.

5. Remuneration – Comparative overview

The development in the remuneration of the Board of Directors and Executive Board over the past four financial years is summarised in the table below.

Table 3 – Comparison of remuneration with Gabriel's performance over the past four financial years – in DKK 1,000

Financial performance	2021/22	2020/21	2019/20	2018/19
Gabriel's net result before tax	23,625 340%	5,364 -74%	20,381 -11%	22,977
Gabriel's net result after tax	24,106 278%	6,379 -69%	20,760 -13%	23,917
The Group's net result before tax	80,598 37%	58,779 83%	32,035 -49%	62,915
The Group's net result after tax	58,160 26%	46,178 85%	25,004 -49%	48,982
Board of Directors				
Jørgen Kjær Jacobsen, Chair	525 25%	420 0%	420 0%	420
Hans O. Damgaard, Vice-chair	275 25%	220 0%	220 0%	220
Søren B. Lauritsen, member of the Board of Directors	250 39%	180 50%	120 0%	120
Pernille Fabricius, member of the Board of Directors	225 25%	180 0%	180 0%	180
Quinten Xerxes van Dalm, member of the Board of Directors (employee representative)	150 25%	120 0%	120 0%	120
Rikke Lyhne Jensen, member of the Board of Directors (employee representative)	150 25%	120 0%	120 100%	60
Executive Board				
Anders Hedegaard Petersen, CEO	3,797 -5%	3,995 32%	3,024 -7%	3,266
Claus Møller, CCO	3,406 -4%	3,561 35%	2,644 -1%	2,610
Average remuneration of employees (FTE)				
Employees – other employees of Gabriel	1,243 22%	1,019 -6%	1,079 -10%	1,202
Employees – other employees in all Danish Gabriel companies	651 -1%	658 19%	554 -11%	625

6. Compliance with the remuneration policy

The remuneration of the Board of Directors and the Executive Board for the 2021/22 financial year is consistent with the framework of the remuneration policy. There has been no deviation or derogation from the framework provided by the remuneration policy.

7. Statement by the Board of Directors

The Board of Directors has considered and approved the Remuneration Report for the 2021/22 financial year for Gabriel.

The Remuneration Report is submitted for a consultative vote at the general meeting in December 2022.

Aalborg, Denmark, 17 November 2022 – Board of Directors

Jørgen Kjær Jacobsen
Chair

Hans O. Damgaard
Vice-chair

Søren B. Lauritsen

Pernille Fabricius

Quinten Xerxes van Dalm
Employee representative

Rikke Lyhne Jensen
Employee representative