

Polaris Management A/S Remuneration Policy

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REMUNERATION POLICY

1. BACKGROUND, PURPOSE, AND SCOPE

This policy sets out the remuneration policy for Polaris Management A/S (“the Company”) and implements the requirements to secure an overall sound remuneration of the Board of Directors and employees of the Company, relative to the overall business strategy of Polaris Management.

This policy applies with due respect to any applicable legislation. In case of any discrepancy between this policy and any applicable legislation, the legislation will prevail.

2. COMMUNICATION

This Policy shall be available on the Company’s Intranet and website.

3. LEGAL BASIS

This Policy is based on the requirements set out in the following legislation:

- Commission Delegated Regulation (EU) No. 231/2013 of 19 December 2012,
- Commission Delegated Regulation (EU) No. 2017/565 of 25 April 2016,
- The Danish FAIF Act (LBK nr 1544 af 18/11/2025),
- supplemented by the executive order on remuneration (no. 1151 of 24 October 2017).

4. OBJECTIVE

The overall objective of Polaris Management’s remuneration policy is to attract, retain, develop and reward the employees who contribute to the value creation of Polaris Management and thereby support a performance-oriented culture within the Company.

This policy ensures that remuneration in Polaris Management is credible, effective and fair, that the ratio of fixed vs. variable salary is adequate, proportional and balanced and finally that the overall remuneration model is aligned with sound and efficient risk management principles. A central part of the policy is to avoid risk taking including sustainability risk as defined in the Regulation (EU) 2019/2088 that exceeds the level of tolerated risk of Polaris Management, while at the same time facilitating flexible remuneration. This is also integrated into our evaluation structure including variable remuneration. See “Appendix to remuneration policy – remuneration structure.”

The policy must ensure that the total variable remuneration, which Polaris Management commits to pay out, must not prevent Polaris Management from achieving and maintaining a sound capital base.

The remuneration policy applies to all employment agreements, however, see section “Variable Remuneration” below. The remuneration policy applies to the remuneration of the Board of Directors, Managing directors, identified risk-takers and all other employees within Polaris Management.

This policy covers all forms of remuneration components offered to all employees including members of the Board of Directors, including, but not limited to, base salary, variable remuneration, pension benefits, non-pay benefits, etc.

5. RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors of Polaris Management is responsible for the on-going and at least an annual review and pre-approval of this policy. The Policy must furthermore be approved by the General Meeting.

The Board of Directors is responsible for maintaining the remuneration policy and overseeing its implementation.

The Board of Directors must ensure that the remuneration policy is consistent with and promotes a sound and effective risk management. The remuneration policy must not encourage excessive risk taking and must not prevent Polaris Management from achieving and maintaining a sound capital base.

6. REMUNERATION COMMITTEE

In view of the size and complexity of the Company, Polaris Management has not established a remuneration committee.

Should the requirement for a remuneration committee arise, the Board of Directors is responsible for initiating the establishing of a committee no later than the first coming Board of Director's meeting or Annual General Meeting, whichever comes first, to be approved by the General Meeting.

7. REMUNERATION PRINCIPLES FOR THE BOARD OF DIRECTORS

The Board of Directors is compensated only with fixed remuneration.

Remuneration of the Board of Directors of Polaris Management is set individually at a market competitive level, reflecting the competencies and contribution required in view of Polaris Management's complexity and the extent of the tasks and responsibilities.

The remuneration of the Board of Directors of any entity is presented for approval by the Annual General Meeting as a separate agenda item.

Each board member individually receives a basic fee.

8. IDENTIFIED RISK TAKERS IN THE COMPANY

Due to the activities to be performed, the following individuals are identified as risk takers:

- Managing partner
- All other partners in Polaris Management A/S, who
 - take part in key decisions related to the alternative investment funds' acquisitions and divestments,
 - take part in the management of the portfolio companies as members of the board of directors in the portfolio companies, and
 - can commit Polaris Management A/S externally with decisions regarding the portfolio companies.
- The Head of the compliance and risk management functions.
- The CFO in her/his capacity as responsible for the Finance function.

Investment managers work under instructions from and support the partners as defined above, and hence they are not defined as a risk taker.

The CFO and the Head of Risk Management and compliance function are both defined as risk takers. As other employees in these areas are working under the instructions from the CFO or the Head of Risk Management and Compliance, they are not defined as risk takers.

The Managing partner is responsible for the on-going identification of new risk takers and will annually present the list of risk takers for pre-approval by the board of directors and approval by the General Meeting.

9. REMUNERATION PRINCIPLES FOR THE EXECUTIVE BOARD AND RISK TAKERS

The Executive Board (Managing partner) and the defined risk takers (as set out above) are compensated only with fixed remuneration, cf. section 11.

The Managing Partner may, at his own discretion, decide to award a risk taker a bonus of up to DKK 100,000, provided that the bonus is based solely on the individual performance of the risk taker and is independent of financial results.

Remuneration of the Executive Board and risk takers is set individually at a market competitive level, reflecting the competencies and contribution required in view of Polaris Management's complexity and the extent of the tasks and responsibilities.

10. REMUNERATION PRINCIPLES FOR EMPLOYEES

The total remuneration package for employees in Polaris Management consists of several elements and aims at honoring and encouraging a performance that creates value for Polaris Management through results as well as behavior.

The main part of the remuneration package generally consists of fixed remuneration - compensating employees on a monthly basis - in the form of a base salary and often with the addition of a pension benefit and one or more non-pay benefits. The remuneration package furthermore consists of the possibility of variable remuneration, primarily through Polaris Management's variable remuneration scheme, however with due respect of the limitations described below. The remuneration components are balanced in order to ensure a flexible variable remuneration package and a sound and efficient risk management.

11. FIXED REMUNERATION

Polaris Management has defined fixed remuneration as any remuneration which an employee is entitled to receive no matter the actual performance of the employee, Polaris Management or the portfolio Company. Consequently, fixed remuneration comprises base salary, fixed allowances comparable to and in practice considered a part of the base salary, and non-pay benefits (e.g. company car, health insurance etc.).

12. PENSION BENEFITS

As part of the overall objective of Polaris Management and with a view to securing the long-term perspective of the employee's economy and in line with sound social intentions, pension benefits have been awarded to employees.

Pension benefits comprise employer and employee contributions.

Any pension benefits awarded by Polaris Management must be calculated as a certain percentage of the employee's base salary. Pension benefits equal to a minimum of 5% of the individual employee's base salary must be in the form of pension contribution to a third party defined contribution pension scheme.

It is not permitted to grant any pension benefits on the basis of any variable remuneration or guaranteed variable remuneration. Furthermore, it is not permitted to grant any variable remuneration as a pension benefit.

13. VARIABLE REMUNERATION

Variable remuneration is defined as any remuneration, where the size/value of the remuneration is not known in advance. The variable remuneration comprises any form of remuneration the grant of which is based on the performance of the employee.

A detailed bonus model has been constructed for the investment team (excluding the Managing partner and partners as risk takers), setting out the process for computing and assessing the variable remuneration to the individual employees within the team. The bonus model is described briefly in appendix 1. The model incorporates the overall objective of Polaris Management, which is to attract, retain, develop and reward the employees who contribute to the value creation of Polaris Management and thereby support a performance-oriented culture within the Company. Furthermore, that the overall remuneration model is aligned with sound and efficient risk management principles and does not prevent Polaris Management from achieving and maintaining a sound capital base. In the Board of Director's opinion, the bonus model is designed to create an excellent coherence between the investors' long-term perspective and the performance of the individual employees.

Any bonus to risk takers will comply with the provisions in the FAIF legislation, i.e. if variable remuneration to risk takers exceeds DKK 100 thousand, it will be subject to the provisions about postponing payments and types of remuneration to be granted.

The Managing partner, all other partners as well as employees in compliance and risk functions must not participate in the variable remuneration program referred to above.

However, other employees (excluding the Head of Risk Management and Compliance function) in controlling functions may participate in variable remuneration programs if the variable salary component does not depend on the outcome of the department, which the employee is controlling. This means that:

- the remuneration of those engaged in the performance of the risk management function reflects the achievement of the objectives linked to the risk management function, independently of the performance of the business areas in which they are engaged.
- the method of determining the remuneration of a compliance officer and other persons in the compliance function do not affect their objectivity and are not likely to do so.

14. GUARANTEED VARIABLE REMUNERATION

Guaranteed variable remuneration is defined as any remuneration:

- which falls outside the definitions of fixed remuneration and variable remuneration; but
- which is granted instead of, in addition to or as part of variable remuneration.

Thus, guaranteed variable remuneration comprises those forms of remunerations which are generally referred to as - or comparable to - "guaranteed bonus", "welcome bonus", "sign-on bonus", "minimum bonus" and "retention bonus".

It is generally not permitted to use any guaranteed variable remuneration for any employee. However, in exceptional situations it is possible to use guaranteed variable remuneration on hiring of new employees, but then only for the first year of employment.

15. ONE-OFF COMPENSATIONS

In addition to the variable remuneration scheme, all employees have the possibility of being recognized for an extraordinary effort on a specific project, or throughout a certain period by giving an employee a "pat on the back" in the form of one-off compensation.

One-off compensations may be given to all employees, with due respect for rules covering risk takers and employees in controlling functions, cf. "Variable remuneration" above.

16. SEVERANCE PAYMENTS - TERMINATION OF EMPLOYMENT

All severance payments follow the rules of the Danish Civil Service Act ("*Funktionærloven*") with salaries during termination. No other severance payments can be accorded.

17. REMUNERATION REPORTING

At the end of each fiscal year the Company's Board of Directors are responsible for ensuring a reporting on the remuneration received by the Board of Directors, and the Executive management of the Company.

The responsibility of producing the remuneration report has been delegated to The Company's HR-function and must be finalized for the Board of Directors approval on the last board meeting of the fiscal year.

17.1 Contents of the Remuneration reporting

The remuneration report must include the following elements:

- Total remuneration received by each member of the Board of Directors and Executive management, divided into components of fixed and variable remuneration.
- Section clarification if the total remuneration paid out during the fiscal year complies with the Company's remuneration policy.
- Changes in remuneration for each member of the Board of Directors and Executive management.

18. REVIEW AND REPORTING

The Board of Directors must review the remuneration policy on an annual basis at a minimum. Such central and independent reviews must assess whether the overall remuneration system operates as intended, that the remuneration payouts are appropriate, and that the risk profile, long-term objectives and goals of Polaris Management are adequately reflected.

When periodic reviews reveal that the remuneration system does not operate as intended or prescribed, the Board of Directors must ensure that a timely remedial plan is presented to the General Meeting and is put in place.

The General Meeting is over-all responsible for approving and overseeing the remuneration of the Board of Directors, the Managing partner and the identified risk takers in the Company.

The Managing Partner together with the chairman of the board is responsible for overseeing the remuneration of the investment team at partner level and the Managing Partner is responsible for overseeing the remuneration of the Directors, Investment Managers, the controlling team and the support staff.

At least once a year, the Board of Directors is responsible for reviewing the remuneration policy, to make sure the remuneration policy is in line with the development of Polaris Management.

At least once a year the Board of Directors is responsible for verifying that the remuneration policy is complied with.

The Board of Directors is responsible for submitting the review report and the compliance validation to the General Meeting at least annually.

19. CHANGES TO AND UPDATES TO THIS POLICY

This policy will be formally reviewed by the Board of Directors at least once a year and afterwards presented for approval to the shareholders at the next Annual General Meeting.

Changes to this policy will enter into force when approved by the extraordinary general meeting.

19.1 Version control

Version no.	Author	Approval date	Comments
13	LMR	14 April 2026	Added description of option for the Managing Partner to appoint bonus to a risk taker at own discretion. Section regarding audits declaration on the remuneration report has been removed. New template, minor wording adjustments (alignment with other policies).
12	LMR	12 December 2024	Definition of Risk Takers.
11	LMR	15 December 2023	ESG Risk consideration in remuneration, remuneration report and indexing.
10	LMR	31 March 2022	Updated with description of variable remuneration for risk takers.
9	LMR	13 December 2021	Re-approved.
8	LMR	8 March 2021	Update according to the SFDR requirement with a description on how the remuneration policy are consistent with the

			integration of sustainability risks.
7	LMR	14 December 2020	Re-approved.
6	LMR	29 January 2019	Re-approved.
5	LMR	26 January 2018	Re-approved.
4	LMR	11 September 2017 <i>(review date 26 April 2017)</i>	Updated with risk takers and use of remuneration instruments.
3	LMR	16 December 2015	Re-approved.
2	LMR	16 December 2014	Re-approved.
1	LMR	18 June 2013	

20. BOARD SIGNATURES

Anne Holm Rannaleet

Chairperson

Peter Høltermand

Bertil Villard

Acknowledged by the Managing Partner

Jan Johan Kühl

Approved at the extraordinary general meeting on 11 May 2026.

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"By my signature I confirm all dates and content in this document."

BERTIL VILLARD

Underskriver

On behalf of: Polaris Management A/S Board of Directo...

Serial number: aeda1e3f51a54a[...]fbecb80cb4f31

IP: 85.229.xxx.xxx

2026-05-12 14:47:36 UTC



Peter Høltermand

Underskriver

On behalf of: Polaris Management A/S Board of Directo...

Serial number: 86368728-4979-4640-bb3b-56844686032e

IP: 77.241.xxx.xxx

2026-05-12 15:49:32 UTC



ANNE HOLM RANNALEET

Underskriver

On behalf of: Polaris Management A/S Board of Directo...

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