ROYAL UNIBREW

Remuneration & Nomination Committee Charter 2026-2027

Version 2.0
November 2026

The Remuneration and Nomination Committee is a Committee established by the Board of Directors of Royal Unibrew A/S.

1. Purpose and function of the Committee

Remuneration, principal responsibilities include:

1.1. Recommend and prepare the remuneration policy on remuneration to the Executive Management and the Board of Directors and its Committees, for approval by the entire Board of Directors prior to the approval at the Annual General Meeting.

1.2. Assist with the preparation of the Company's annual remuneration report.

1.3. Recommend to the Board of Directors the remuneration of the members of the Board of Directors.

1.4. On behalf of the Board of Directors, agree on adjustments of the Executive Management's base salary and employment terms including fees, bonus agreements, employee benefits, car schemes and severance agreements and regulation of share-based incentive schemes and any other. Any adjustment is negotiated by the Committee prior to joint approval by the Board of Directors or decided by the Committee in accordance with specific authorization from the entire Board of Directors.

1.5. Ensure that the remuneration (and other benefits, if any) for the members of the Board of Directors and the Executive Management is in accordance with the Company's remuneration policy and in line with the assessment of the individual's performance.

1.6. Ensure that the information in the annual report and the remuneration report on remuneration to the Board of Directors and the Executive Management is correct and adequate.

1.7. May recommend a remuneration policy applicable for the Company in general.

1.8. Monitor other matters in relation to the mentioned tasks, which the Committee, in its sole discretion, may find necessary and other tasks that the Board of Directors may request the Committee to prepare or assess.

Nomination:

1.9. Annually describe and assess the qualifications/competencies required by the Executive Management and the Board of Directors, both collectively and individually for each member, as well as assess the competencies, knowledge and experience that exist in the Board of Directors and the Executive Management and report to the Board of Directors.

1.10. Annually review the structure, size, composition, diversity, progress towards the gender balance objective (as applicable under the Gender Balance Act) and results of the Executive Management and the Board of Directors and report to the Board of Directors in

this respect, including an action plan on the future composition of the Board of Directors and the Executive Management and potential recommendations to changes.

1.11. Annually analyze and review the competencies, knowledge, experience and succession of the individual members of the Executive Management and report to the Board of Directors in this respect.

1.12. Annually review and assess the Company's Diversity, Equity and Inclusion Policy & - Objectives and propose to the Board of Directors potential updates and/or amendments to the Diversity and Inclusion Policy. If required under the Gender Balance Act, recommend targets and a policy for increasing the proportion of the underrepresented gender at other management levels and assist with related reporting.

1.13. Supervise the Executive Management's processes for engagement of executive employees/senior leadership employees.

1.14. Prior to completing a potential search process for a given position, complete a written description of the position including skills, knowledge and experience and time resources estimated to be required. If required under the Gender Balance Act, ensure that clear, neutrally formulated and unambiguous criteria for selecting candidates for election to the Board of Directors are set before, and applied throughout, the selection process.

1.15. Identify and recommend to the Board of Directors candidates to the Board of Directors and the Executive Management.

1.16. Ensure a qualified selection of any potential external advisors to assist in the search for candidates based on qualifications, knowledge and experience.

1.17. Review and assess candidates and their competencies, knowledge and experience, and whether they have the required time resources. The assessment should take into account the description, cf. the above, the competencies, knowledge and experience of the Board of Directors and the Executive Management as well as the need for continuity, renewal and diversity of the Board of Directors and the Executive Management, as applicable. If required under the Gender Balance Act, assess candidates for election to the Board of Directors comparatively against the predetermined criteria on a non-discriminatory basis and give preference to a candidate of the underrepresented gender where candidates are equally qualified, unless overriding legal reasons justify otherwise following an objective, non-discriminatory assessment.

1.18. Ensure a long-term succession planning for Executive Management positions and Board positions in the Company.

2. Members of the Committee

2.1. The Committee consists of minimum two and maximum three members and must include the Chair of the Board of Directors. When the Committee consists of two members, at least one member must qualify as independent as defined by the Danish Recommendations on Corporate Governance. When the Committee consists of three

members, the majority of the members must qualify as independent as defined by the Danish Recommendations on Corporate Governance.

3. Meetings in the Committee

3.1. The Committee shall meet as often as it determines appropriate; however, at least twice a year.

3.2. The Committee keeps exact written records of its meetings.

4. Committee Member Remuneration

4.1. Members of the Committee shall receive a yearly remuneration (paid quarterly) in accordance with the Company’s remuneration policy and as proposed by the Board of Directors and approved at the AGM.

5. Changes to the Charter

5.1. Changes to the Charter may only be adopted at a Board of Directors meeting where the entire board is present and with the majority required according to the Company's rules of procedure.