

Remuneration report 2024

Allergy solutions for life

ALK-Abelló A/S
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- 🔗 Corporate Governance recommendations review
- 🔗 Statutory corporate governance statement

Introduction

The purpose of the remuneration report is to provide an overview of the total remuneration for members of the Board of Directors and members of the Board of Management registered with the Danish Business Authorities in 2024. The report aims to explain how the remuneration for each is linked to ALK's remuneration policy and business strategy and is prepared in accordance with section 139b of the Danish Companies Act.



Remuneration Policy

The overall purpose of the remuneration policy is to provide a framework covering all components of the remuneration for the Board of Directors and the Board of Management, and to ensure that ALK's shareholders have an effective say on the total remuneration, based on a straightforward, understandable, and comprehensive overview of the remuneration provided.

The objectives of the policy are to:

- Attract, motivate, and retain qualified members to the Board of Directors and Board of Management
- Align the remuneration component with the interest of the shareholders
- Contribute to the promotion of the value creation in ALK and support the business strategy
- Ensure that the rewards for individual members of the Board of Management reflect company performance and individual results

In 2024, sections on indemnification of the Board of Directors and Board of Management in the remuneration policy was updated. The purpose of the indemnification scheme is to provide additional coverage for the members of the Board of Director and Board of Management in relation to ALK's D&O insurance. The remuneration policy was approved at the ALK's annual general meeting in March 2024 and can be found on ALK's website.

Find more information

- The Remuneration policy can be found on ALK's website: <https://ir.alk.net/corporate-governance>



Remuneration and Nomination Committee

The Board of Directors has established a Remuneration and Nomination Committee which consists of a minimum of three members of the Board, who are usually selected at the annual general meeting for a period of one year. The Board of Directors aims to have a majority of independent members serving on the Remuneration and Nomination Committee and in 2024, this aim was met.

Members of the Remuneration and Nomination Committee 2024

Member	Attendance
Anders Hedegaard (appointed chair)	● ● ● ● ●
Lene Skole	● ● ● ● ●
Alan Main	● ● ● ● ●

The Remuneration and Nomination Committee supports the Board of Directors in the implementation and governance of the approved remuneration policy, and helps ensure policies, practices, nominations, and succession plans are consistent with, and support, the strategic direction of ALK. The Remuneration and Nomination Committee meets at least four (4) times a year, or whenever necessary to ensure adequate time is available for the topics handled by the committee in accordance with the Remuneration and Nomination Committee Charter.

In 2024, in addition to recurrent agenda items, the Remuneration and Nomination Committee focused on:

- Refinement of the STI and LTI KPI structure to ensure a close link to the new Allergy+ Strategy and a continued link to shareholder interest
- Review of the required competencies for the Board of Directors and the Board of Management to ensure required competencies are in place to successfully implement and carry out the Allergy+ strategy
- Review of activities to strengthen diversity and inclusion in the company including activities supporting ALK in reaching a balanced number in male and female managers at all management levels
- Revision of the level of transparency in the remuneration report

Advisory vote on the Remuneration Report 2023

ALK's 2023 remuneration report was presented at ALK's annual general meeting in March 2024 for an advisory vote. There were no comments to the remuneration report at the meeting and the report was approved by shareholders, with 88.6% of votes cast being in favor, and 11.4% against its adoption.

In the 2024 remuneration report more information on the KPIs linked to the short- and long-term incentive plans and the settlement of the KPIs is provided. This includes information on weight and index for the defined company and individual KPIs on and a description of results achieved (pages 14 and 16).

Find more information

- The Remuneration and Nomination Charter can be found on ALK's website: <https://ir.alk.net/corporate-governance/board-of-directors>

2024 financial highlights

ALK delivered on short-term targets in 2024 and established a new strategic framework for long-term growth and earnings improvement. Increasingly more patients were treated, in accordance with the ambition to improve the lives of many people living with allergy.

2024 was characterised by sustained revenue growth from an increased inflow of new patients with moderate to severe, uncontrolled respiratory allergies. ALK estimates that 2.6 million people, an increase of 200,000 were treated with its products.

Revenue increased by 15% to DKK 5,537 million, mainly driven by a strong momentum for tablet sales, particularly in Europe. Global tablet sales were up 24%, while mid-high, single-digit sales growth was recorded for the other product segments: SCIT/SLIT-drops (combined sales of injection- and drop-based vaccines) and Other products and services (the adrenaline pen Jext®, diagnostics, etc.).

The operating profit (EBIT) increased by 65% to DKK 1,091 million, driven by top-line growth, gross margin improvements and a lower capacity cost-to-revenue ratio. Optimisation of resources and general cost savings contributed positively to the overall cost development.

To define ALK’s journey of sustained growth and earnings improvements towards 2028 and beyond, ALK launched the Allergy+ strategy and new long-term financial targets. The implementation of the strategy progressed well.

Key achievements in 2024 included:

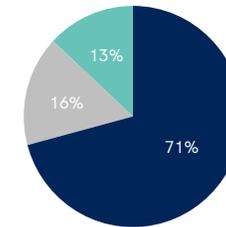
- An expansion of the addressable markets in respiratory allergy through new geographies, new patient groups - particularly children – and new prescribers
- Progress in food allergy, where the peanut tablet progressed into phase II to assess the efficacy of the tablet, while other indications were in pre-clinical development
- Significant progress in the anaphylaxis space, where ALK gained the rights to *neffy*®, the first and only approved nasal spray for emergency treatment of anaphylaxis
- Efforts to calibrate the business platform and reallocate resources to high-impact initiatives with the largest potential to generate strong returns

Find more information

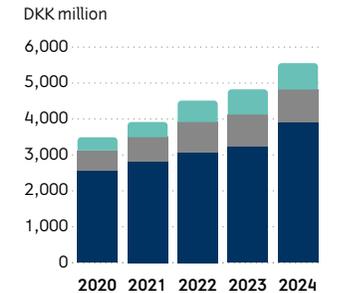
- The full account of ALK’s financial performance in 2024 can be found in the company’s annual report, which can be found on ALK’s website.

Revenue by geography

- Europe
- North America
- Int’l markets

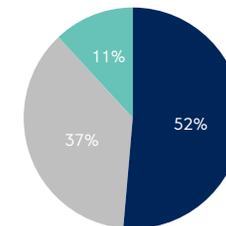


5-year revenue development by geography

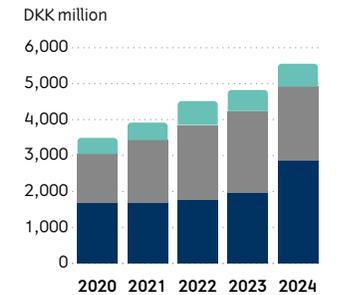


Revenue by product line

- SLIT-tablets
- SCIT/SLIT-drops
- Other products



5-year revenue development by product line



Board of Directors

In 2024, ALK’s Board of Directors consisted of a total of 11 members, of which, seven (7) were shareholder-elected, and four (4) were employee-elected members.

Remuneration structure for the Board of Directors

All members of the Board of Directors receive an annual cash base fee for their work on the Board. In addition, an annual fee is paid to members of the Board who serve as a chair or member on one of the Board’s committees. Fees are paid quarterly for the three (3) months preceding payment.

All members of the Board of Directors are reimbursed for travel costs associated with their participation in Board or committee meetings. In addition, members of the Board of Directors residing outside Denmark are eligible to receive a fixed travel allowance to compensate for travel activities to Board and Committee meetings in case of extended travel times or travel between continents. All payments are subject to approval by the Chair of the Board.

Members of the Board of Directors are eligible to receive an additional fixed fee should they undertake ad hoc tasks that fall outside the scope of their normal duties as a Board member. Any additional fixed fee is determined by the Board of Directors and ends when the work is completed.

Members of the Board are not offered share options, performance shares or other incentives as payment for their work on the Board or committees, and there is no requirement for members of the Board to hold shares in ALK. Employee-elected members of the Board of Directors are eligible to participate in the general incentive plans for employees of ALK.

Board and Committee Fees 2024

Board member	Board position		Audit Committee		Remuneration and Nomination Committee		Scientific Committee	
	Multiplier	DKK	Multiplier	DKK	Multiplier	DKK	Multiplier	DKK
Chair	3.0	1,050,000	0,54	187,500	0.43	150,000	0.43	150,000
Vice Chair	2.0	700,000	n/a	-	n/a	-	n/a	-
Member	1.0	350,000	0,36	125,000	0.29	100,000	0.29	100,000

The Board’s committees do not appoint a vice chair and therefore a multiplier for the vice chair do not apply to the committees.



Remuneration for the Board of Directors in 2024

The remuneration for the Board of Directors is reviewed annually against a benchmark for Board of Director’s fees in comparable Danish companies. The fees for serving on the Board and on Board committees were not changed in 2024.

The actual payments for the Board of Directors in 2024 followed the remuneration structure for fees for the Board and its committee as outlined in the remuneration policy. The remuneration for the Board of Directors totaled DKK 6,038 million in 2024 versus DKK 5,957 million in 2023. The difference in total payments from 2023 to 2024 reflects that the Board has had 4 employee elected members all of 2024.

There were no payments of additional fees for ad hoc activities to members of the Board of Directors in 2024.

Remuneration for the Board of Directors 2024

Board member	Base fee 2024	Committee Fees 2024	Total fees 2024	Total fees 2023
Anders Hedegaard	1,050	250	1,300	1,329
Lene Skole	700	200	900	900
Gitte Aabo	350	188	538	523
Lars Holmqvist	350	125	475	446
Jesper Høiland	350	125	475	366
Bertil Lindmark	350	150	500	500
Alan Main	350	100	450	450
Katja Barnkob	350	-	350	350
Nanna Rassov Carlson	350	-	350	350
Lise Lund Mærkedahl	350	-	350	270
Johan Smedsrud	350	-	350	350
Former members of the Board	-	-	-	123
Total payments*	4,900	1,138	6,038	5,957

* excluding social security taxes or similar taxes paid by ALK and fixed travel allowance and reimbursed expenses for board members in connection with travels to board meetings.



Board of Management

In 2024, the Board of Management consisted of the following four (4) registered members:

- Peter Halling, President & Chief Executive Officer (CEO)
- Claus Steensen Sølje, Chief Financial Officer and Executive Vice President for Global Business Support (CFO)
- Søren Niegel, Executive Vice President for Commercial Operations (EVP CO)
- Henriette Mersebach, Executive Vice President for Global Research and Development (EVP RD)

Remuneration Structure for the Board of Management

The remuneration policy approved at the annual general meeting in March 2024 provided the framework for the remuneration for the Board of Management in 2024.

The aim is to provide a market-competitive remuneration based on pay-for-performance principles and aligned with shareholders' interests in driving value creation and reinforcing ALK's long-term strategy.

Remuneration for the Board of Management consists of both fixed components (base pay, pension, and benefits), and variable components (short-term cash incentives (STI) and long-term incentives (LTI) in the form of performance shares and share options).

Fixed and variable components in the remuneration of the Board of Management

Fixed remuneration



Variable remuneration



+

=



The Remuneration and Nomination Committee conducts an annual executive remuneration review where the remuneration for the Board of Management is benchmarked against positions at similar levels among comparable Danish based, listed companies with global reach using data and methodology for benchmarking from ALKs external benchmark provider. Companies in the benchmark include LeoPharma, Bavarian Nordic, Ambu, Orifarm, Fujifilm Diosynth Biotechnologies, Coloplast, GN Store Nord, Ferring and Haldor Topsøe.

The remuneration for the individual member of the Board of Management is reviewed on both annual base salary and total compensation. The proportion of each pay components is reviewed to ensure the remuneration remains within the framework established for each pay components in the Remuneration policy and remains aligned to market. Following the annual executive remuneration review, the Remuneration and Nomination Committee provide its recommendations for changes in compensation to the Board of Directors for its approval.

Find more information

- more information on remuneration for the Board of Management can be found in the Remuneration policy.

Components in the remuneration of the Board of Management

Pay component	Type	Objective	Remuneration level	Performance measure
Base salary	Fixed	Attract and retain qualified candidates	No maximum limit applies. Base salaries are set on a par with the benchmark for similar positions in comparable listed companies in Denmark while considering each member's individual experience, competencies, and performance.	n/a
Pension	Fixed	Attract and retain qualified candidates	ALK provides a pension scheme into which the company contributes the equivalent of 15% of the individual's annual base salary.	n/a
Benefits	Fixed	Attract and retain qualified candidates	ALK offers customary benefits (e.g., car, insurance, internet, phone) with a combined maximum total value of 10% of the annual base salary.	n/a
Short-term incentive	Variable	Ensure a clear link between value creation and bonus payment	The target bonus is up to 50% of the annual base salary, with a potential maximum pay-out of up to double the target bonus (i.e., up to 100% of the annual base salary) depending on the fulfilment of defined key performance indicators (KPIs) linked to the STI plan.	Bonus pay-out is based on fulfilment of defined financial and non-financial KPIs as well as a set of individually defined KPIs for members of the Board of Management except the CEO, who does not have individual KPIs in the STI plan.
Long-term incentive	Variable	Reward long-term value creation and align with the interests of the shareholders	At the time of grant, the combined fair value of share options and performance shares is up to 50% the annual base salary. At vesting, the plan will vest at 0-200% depending on the fulfilment of defined KPIs linked to the LTI plan.	Performance is measured on the fulfilment of the defined KPIs related to key financial figures and non-financial strategic initiatives e.g. sustainability activities or R&D projects.

Remuneration 2024 for the Board of Management

The remuneration provided for the Board of Management in 2024 followed the structure and principles outlined in the remuneration policy for all pay components. There were no deviations from the policy in the remuneration in 2024 and no changes were made to the pay components or pay composition. The members of the Board of Management did not receive remuneration from subsidiaries of ALK in 2024.

The total remuneration for the current members of the Board of Management on ordinary pay components amounted to DKK 41,154 million in 2024 compared to DKK 17,498 million excluding extraordinary pay components and DKK 40,548 million including extraordinary pay components in 2023. The increase in total pay for ordinary pay components in 2024 compared to 2023 is partly due to higher STI payouts in 2024 and partly due to payments in 2023 reflected months employed for members joining ALK in 2023.

Looking at total payment for both current and former members of the Board of Management, the total payment in 2024 is significantly lower compared to 2023, where the total remuneration was impacted by sign-on compensation and severance payments and amounted to DKK 78,131 million.

Overview of remuneration for the Board of Management in 2024

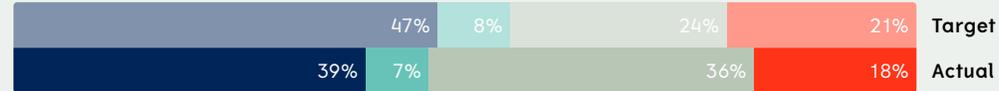
	CEO Peter Halling		CFO Claus Steensen Sølje		EVP CO Søren Niegel		EVP RD Henriette Mersebach		Total Payment	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Amounts in DKKt										
Base salary	7,200	1,200	3,914	2,100	3,492	3,390	2,987	2,417	17,593	9,107
Pension and Benefits	1,229	201	795	461	712	628	628	512	3,364	1,803
Total Fixed Remuneration	8,429	1,401	4,709	2,561	4,204	4,018	3,615	2,929	20,957	10,910
Total fixed Remuneration (% of total)	46%	70%	54%	62%	55%	62%	55%	60%	51%	62%
STI (cash bonus)	6,696	600	2,596	811	2,151	1,309	1,877	933	13,320	3,652
LTI (Value at grant)	3,240	-	1,370	735	1,222	1,186	1,045	1,015	6,877	2,936
Total Variable Remuneration	9,936	600	3,966	1,546	3,373	2,495	2,922	1,948	20,197	6,588
Total Variable Remuneration (% of total)	54%	30%	46%	38%	45%	38%	45%	40%	49%	38%
Total Remuneration (excl. extraordinary pay components)	18,365	2,001	8,675	4,107	7,577	6,513	6,537	4,877	41,154	17,498
Total Remuneration (incl. extraordinary pay components)	18,365	12,001	8,675	14,857	7,577	6,513	6,537	7,177	41,154	40,548
Months employed	12	2	12	7	12	12	12	10		

Variable pay element as % of annual base salary

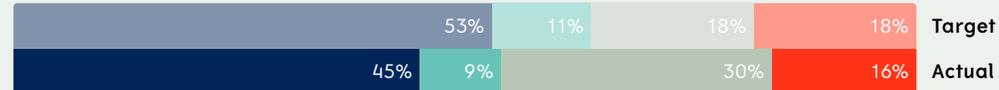
Proportion of pay elements in total remuneration 2024

- Base salary
- Short-term incentive
- Pension and benefits
- Long-term incentive (grant value)

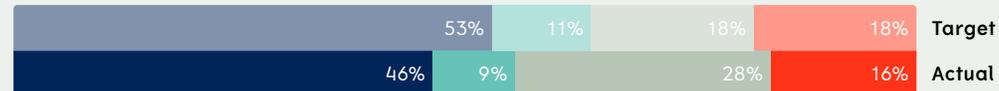
CEO, Peter Halling



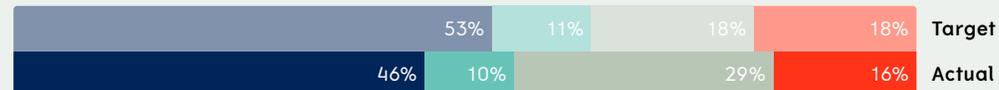
CFO, Claus Steensen Sølje



EVP CO, Soren Niegel



EVP R&D, Henriette Mersebach



Percentages may not total 100 due to rounding.

Variable pay as % of annual base salary in different performance scenarios

- Base salary
- Short-term incentive
- Long-term incentive (grant value)

CEO

Performance at or above maximum



Performance at target



Performance below threshold



CFO and EVPs

Performance at or above maximum



Performance at target



Performance below threshold



Remuneration for the Board of Management 2024

CEO Peter Halling

The payment for Peter Halling totaled DKK 18.4 million in 2024 compared to 2.0 DKKm in 2023 for the months employed in ALK (12.0 DKKm including sign-on).

There was no increase to the annual base salary in 2024.

The STI cash bonus payment amounted to 6.7 DKKm. This corresponded to 186% of the target bonus and reflects strong performance on the financial and non-financial KPIs set in the plan.

Peter Halling participated in the annual LTI plan for 2024 with a value corresponding to 45% of the annual base salary for 2024.

CFO Claus Steensen Sølje

The payment for Claus Steensen Sølje totaled 8.7 DKKm in 2024 compared to 4.1 DKKm in 2023 for the months employed in ALK (14.9 DKKm including sign-on).

The base salary for the CFO was increased by 8.7% to 3.9 DKKm. This was above the general increase of 3.5% provided to employees in DK and was provided to bring the base salary closer to market level.

The STI cash bonus payment amounted to 2.6 DKKm corresponding to 190 % of the target bonus. This reflects strong performance on the company and individual KPIs linked to the plan.

Claus Steensen Sølje participated in the annual LTI plan for 2024 with a value corresponding to 35% of the annual base salary for 2024.

EVP CO Søren Niegel

The payment for Søren Niegel totaled 7.6 DKKm in 2024 compared to 6.5 DKKm in 2023. The increase mainly due to a larger STI payment in 2024.

The base salary for the EVP CO was increased by 3.0% to 3.5 DKKm. This was below the general increase of 3.5% to employees in Denmark.

The STI cash bonus payment amounted to 2.2 DKKm corresponding to 176% of the target bonus. This reflects strong performance on the company KPIs and individual KPIs linked to the plan.

Søren Niegel participated in the annual LTI plan for 2024 with a value corresponding to 35% of the annual base salary for 2024.

EVP RD Henriette Mersebach

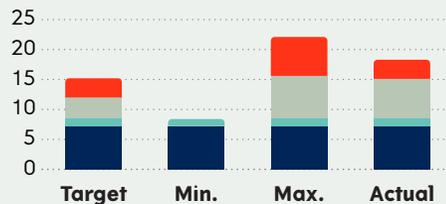
The payment for Henriette Mersebach totaled 6.5 DKKm in 2024 compared to 4.9 DKKm in 2023 for the months employed at ALK (7.2 DKKm including sign-on).

The base salary for the EVP RD was increased by 3.0% to 3.0 DKKm. This was below the general increase of 3.5% to employees in Denmark.

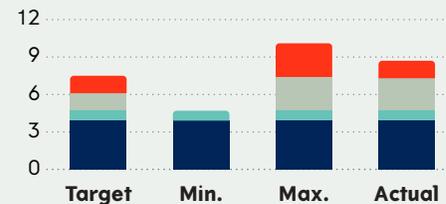
The STI cash bonus payment amounted to 1.9 DKKm corresponding to 180 % of the target bonus. This reflects strong performance on the company KPIs and individual KPIs linked to the plan.

Henriette Mersebach participated in the annual LTI plan for 2024 with a value corresponding to 35% of the annual base salary for 2024.

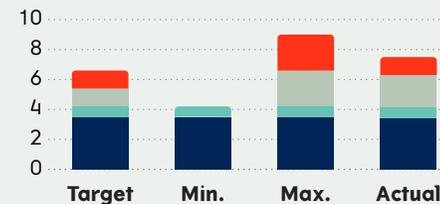
Paymix (DKKm)



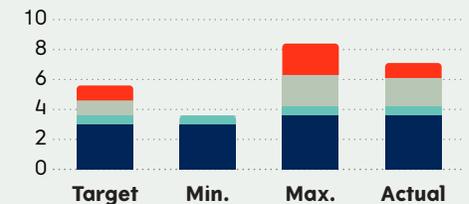
Paymix (DKKm)



Paymix (DKKm)



Paymix (DKKm)



● Base salary ● Pension and benefits ● Short-term incentive ● Long-term incentive (grant value)

Short-term incentive plan

The STI plan is a cash bonus scheme that aim to incentivize the achievement of ALK’s short-term objectives and ensure a link between value creation and bonus payment as outlined in the remuneration policy.

The outcome value of the plan depends on the achievement of pre-defined, weighted financial and non-financial KPIs linked to ALKs strategy. Based on achievement of the KPIs at end of the year, the bonus payment can increase or decrease to 0 -200% (target equals 100%). The plan can consist of both company KPIs and individual KPIs. The company KPIs are set collectively for the CEO, CFO, and the EVPs by the Board of Directors at the beginning of the bonus year and consists of key financial and non-financial targets. The non-financial KPIs are connected to key projects, initiatives and activities supporting the fulfilment of ALK’s strategy and ALK’s sustainability aspirations. Individual KPIs reflect activities and projects linked to the individual’s area of responsibility.

STI plan 2024

The final index for the company KPIs in the STI plan reached 186 in 2024, which is above the target index of 100 and reflect a year with strong performance across the majority of targets defined for the plan. ALKs financial performance in 2024 as well as progression in activities and projects related to R&D activities were the main drivers behind the index.

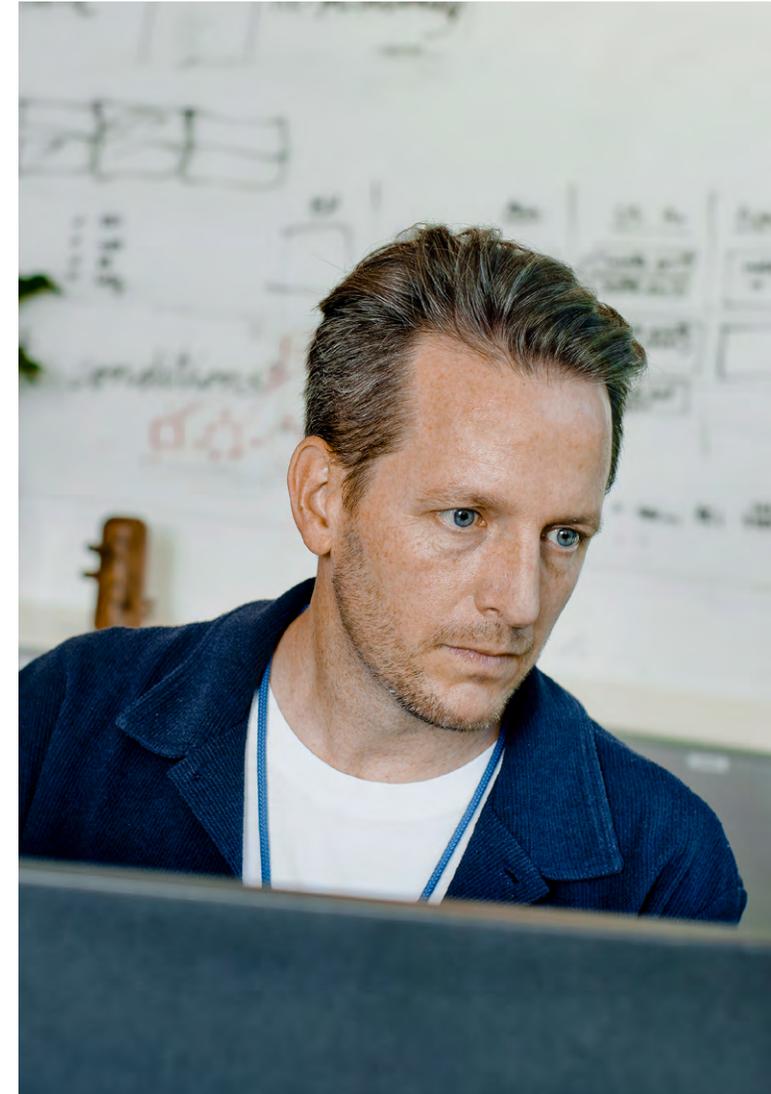
For the CFO and EVPs, the STI plan also included individual KPIs accounting for 25% of the total bonus. The Remuneration and Nomination Committee assessed performance on the individual KPIs set for the CFO and EVPs at the beginning of 2024.

STI Plan: Design 2024

Amounts in DKK	CEO	CFO and EVPs
Plan type	Cash	Cash
Plan length	1 year	1 year
Minimum pay-out (of annual base salary)	0%	0%
Target pay-out (of annual base salary)	50%	35%
Maximum pay-out (of annual base salary)	100%	70%
Company KPIs weight	100%	75%
Financial KPIs	50%	45%
Non-financial KPIs	50%	55%
Individual KPIs	0%	25%

Based on the performance assessment, the Remuneration and Nomination Committee recommended an index for the individual KPIs to the Board of Directors ranging from index 146 to 200. The individual index reflects solid performance on the defined KPIs across the Board of Management.

The total STI index and payout covering both company and individual KPIs were approved by the Board of Directors.



STI Plan payout 2024

	Company KPIs Weight	Company KPIs Result (index)	Individual KPIs Weight	Individual KPIs Results (index)	Individual KPIs Results (description)	Total STI index
CEO: Peter Halling	100%	186	0%	n/a	n/a	186
CFO: Claus Steensen Sølje	75%	186	25%	200	The index was positively impacted by strong financial results exceeding expectations including free cash flow and gross margin and by activities related to the sustainability reporting and preparations for NIS-2.	190
EVP CO: Søren Niegel	75%	186	25%	146	The index was positively impacted by strong sales performance mainly driven by Europe, while it was negatively impacted by development in the US which fell short of expectations.	176
EVP RD: Henriette Mersebach	75%	186	25%	160	The index was positively impacted by results in pipeline activities and product optimization, and negatively impacted by postponed SLIT-tablet launch in China.	180

Results on company KPIs 2024

Strategic Pillar	KPIs	Weight	Result (index)	Result (description)
Financial KPIs	Total sales growth	25%	200	• Sales performance exceeded expectations in 2024 mainly driven by results in Europe.
	EBIT margin	25%	200	• The EBIT margin landed above expectations.
Non-financial KPIs	Key Strategic priorities	50%	172	<ul style="list-style-type: none"> • Activities towards launch of ACARIZAX[®] and ITULAZAX[®] for children progressed as planned, while SLIT-tablet launch in China was postponed. • Planned milestones and activities were successfully carried out including obtaining licensing rights of Neffy[®] • Activities linked to science based targets, CSRD reporting and EU taxonomy were successfully achieved with Sustainability Statement integrated in the Annual Report for 2024. • Improvement in gender balance with 45% female in senior management in 2024 compared to 42% in 2023 and increase in non-Danes in same group.
Company KPI result			186	

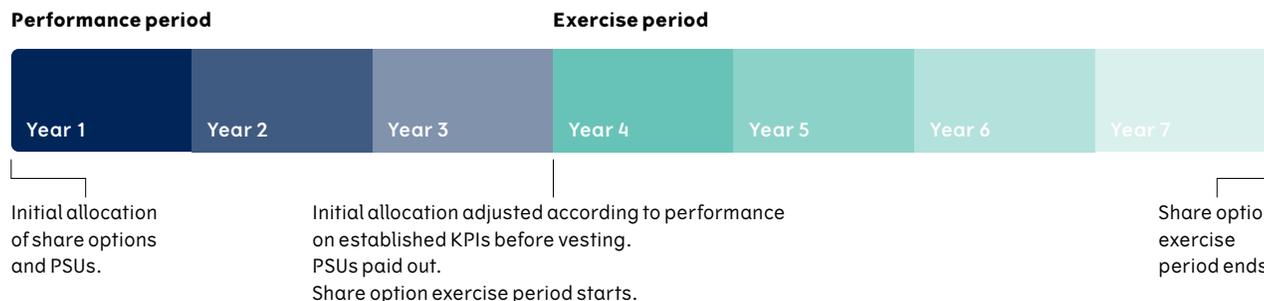
Long-term incentive plan

Members of the Board of Management are eligible to participate in an equity-based plan with the aim of incentivizing and rewarding long-term value creation and aligning remuneration of the Board of Management with the shareholders' interest as outlined in the remuneration policy. The Board of Directors decides on a yearly basis whether such a plan should be established.

At the beginning of the performance period, KPIs linked to ALK's long-term financial success and achievement of key strategic priorities are defined to link remuneration for the Board of Management directly to its delivery of the long-term strategy. The outcome value of the plan depends on two factors. Firstly, the achievement of the pre-defined, weighted KPIs related to the plan at the end of the performance period. Based on achievement of the KPIs compared to the threshold, targets and maximum values, the number of shares vested can increase or decrease to 0 – 200% (target equals 100%). Secondly, the development in ALK's share price from the time of grant to the time of vesting/exercise, also impacts the final value of the plan.

In 2024, the Board of Directors approved a three-year plan running from April 2024 until April 2026.

LTI Plan: structure and timing



LTI Plan: Design for plan 2024 - 2026

Amounts in DKK	CEO	CFO and EVPs
Plan type	70% Performance shares (PSUs) 30% Stock options (SOs)	
Minimum grant (of annual base salary)	0%	0%
Target grant (of annual base salary)	45%	35%
Maximum grant (of annual base salary)	90%	70%
Plan KPIs	Revenue growth 2024 – 2026 EBIT Margin 2024 – 2026 Sustainability Ambition 2024 - 2026	
Performance Period	3 years	
Exercise period (share options)	4 years	
Grant criteria	Board of Director assessment and approval	
Vesting criteria	Continued employment KPI achievement Board approval	

Shareholding

To align the interests of the Board of Management with the interests of the shareholders, members are required to hold a specific portion of shares in ALK to remain eligible to participate in the LTI plan. The CEO is required to hold shares in ALK for a value corresponding to the annual base salary while the requirement is 6 months' salary for the CFO and EVPs. Members of the Board of Management may build up their shareholding over a period of five years from being promoted to or employed as member of the Board of Management. The Remuneration and Nomination Committee reviews the shareholding annually to ensure shareholding is fulfilled prior to launch of a new LTI plan.

By end of 2024, all members of the Board of Management fulfilled the shareholding requirement.

LTI plan 2022 – 2024

The LTI 2022 - 2024 plan reached a final index of 170. The plan included KPIs on growth in revenue and EBIT margin as well as non-financial performance targets related to the achievement of ALK's long-term sustainability aspirations and R&D progress. The final index was positively impacted by the financial results for the period.

LTI Plan: KPIs achievement 2022 - 2024

Strategic Pillar	KPIs	Weight	Result (index)	Result (description)
Financial	Revenue 2024	40%	200	• Strong revenue growth above target primarily driven by SLIT-tablet sales and Europe
	EBIT margin 2024	30%	200	• Above target driven by revenue growth and cost efficiencies
Consumer engagement and new horizons	R&D Progress 2022 – 2024	20%	100	• At target driven by progress in paediatric indications for SLIT-tablets and peanut programme, while negatively impacted by postponed SLIT-tablet launch in China
People and planet	Sustainability aspirations 2022 – 2024	10%	100	• At target for CO ₂ emissions and access to allergy care
Company KPI result			170	

Overview of LTI plans launched in 2022, 2023 and 2024

Plan	Grant	KPIs	Vesting Date	Expiration date	Exercise price* options
Plan 2024	April 2024	Revenue growth 2024 - 2026 EBIT margin 2026 Sustainability ambition 2024 - 2026	1 April 2027	1 April 2031	126
Plan 2023	April 2023	Revenue growth 2023 -2025 EBIT margin 2025 R&D Progress 2023 - 2025	1 April 2026	1 April 2030	104
Plan 2022	March 2022	Revenue 2024 EBIT margin 2024 R&D progress 2022 -2024 Deliver on sustainability aspiration	1 March 2025	1 March 2027	148

The exercise price is equivalent to the average market price of the share for the five days immediately preceding the date of grant. For LTI Plan 2022, the share price is increased by 2.5% p.a. and reduced by dividends paid.

Termination payments

ALK operates with termination payments of up to two years' remuneration.

There were no termination payments provided in 2024.

Extraordinary remuneration

The Board of Directors may in special circumstances approve extraordinary payments e.g. in connection with the recruitment of new members to the Board of Management.

There were no extraordinary payments provided in 2024.

Clawback

ALK has the right to recover in full or in part variable remuneration and/or other payments or awards in case such payment were based on information that subsequently turned out to be incorrect or misstated or if the recipient had acted in bad faith, with gross negligence and/or willful misconduct.

There was no reason to initiate any recovery of variable pay in 2024.



Share options held by the Board of Management

Share options during 2024

	Share options 01 Jan 2024	Performance Adjustment	Granted during the year	Exercised during the year	Share options 31 Dec 2024	Market Value ¹ (DKKm)
CEO, Peter Halling	-		20,153		20,153	0.7
CFO, Claus Steensen Sølje	329,455		8,521		337,976	25.4
EVP CO, Søren Niegel	150,158	7,168	7,601	(105,535)	59,392	1.8
EVP RD, Henriette Mersebach	8,198		6,502		14,700	0.7

¹ based on intrinsic value as of December 2024

Share options by LTI plan held as of 31 December 2024

	Plan 2024	Plan 2023	Sign-on plan 2023	Plan 2022	Plan 2021
CEO, Peter Halling	20,153				
CFO, Claus Steensen Sølje	8,521	5,936	323,519		
EVP CO, Søren Niegel	7,601	9,583		17,120	25,088
EVP RD, Henriette Mersebach	6,502	8,198			

Performance shares and Restricted Stock Units held by the Board of Management

Performance shares & Restricted stock units during 2024

	Performance shares 01 Jan 2024	Performance Adjustment	Granted during the year	Exercised during the year	Performance shares 31 Dec 2024	Market Value' (DKKm)
CEO, Peter Halling	130,072		18,000		148,072	23.6
CFO, Claus Steensen Sølje	4,947		7,610		12,557	2.0
EVP CO, Søren Niegel	16,485	1,776	6,789	(6,216)	18,834	3.0
EVP RD, Henriette Mersebach	28,756		5,808		34,564	5.5

¹ based on intrinsic value as of December 2024

Performance shares & Restricted stock units by LTI plan as of 31 December 2024

	Plan 2024	Plan 2023	Sign-on Plan 2023	Plan 2022
CEO, Peter Halling	18,000		130,072	
CFO, Claus Steensen Sølje	7,610	4,947		
EVP CO, Søren Niegel	6,789	7,985		4,060
EVP RD, Henriette Mersebach	5,808	6,831	21,925	

Share held by the Board of Directors and the Board of Management

Shares held by the Board of Directors in 2024

	Shares 01 Jan 2024	Bought during the year	Sold during the year	Shares 31 Dec 2024	Market Value ¹ (DKKm)
Anders Hedegaard	20,000	8,400		28,400	4.5
Lene Skole	23,000			23,000	3.7
Gitte Aabo	1,834			1,834	0.3
Lars Holmqvist	-			-	-
Jesper Høiland	-	1,880		1,880	0.3
Bertil Lindmark	4,020			4,020	0.6
Alan Main	-			-	-
Katja Barnkob	480			480	0.1
Nanna Rassov Carlson	-			-	-
Lise Lund Mærkedahl	160			160	0.0
Johan Smedsrud	-			-	-

¹ based on intrinsic value as of December 2024

Shares held by the Board of Management in 2024

	Shares 01 Jan 2024	Bought during the year	Sold during the year	Shares 31 Dec 2024	Market Value ¹ (DKKm)
CEO, Peter Halling	-			-	-
CFO, Claus Steensen Sølje	4,550			4,550	0.7
EVP CO, Søren Niegel	38,487	41,751	(35,535)	44,703	7.1
EVP RD, Henriette Mersebach	-			-	-

¹ based on the share price as of 31 December 2024

Remuneration Development

Development in total remuneration for the Board of Management

	Unit	2024	2023	2022	2021	2020
CEO, Peter Halling	%	20	n/a	n/a	n/a	n/a
CFO, Claus Steesen Sølje	%	23	n/a	n/a	n/a	n/a
EVP CO, Søren Niegel	%	16	(6)	9	5	4
EVP RD, Henriette Mersebach	%	16	n/a	n/a	n/a	n/a
Total Board of Management incl former members (excl. sign-on and terminations payments)	%	27	3	3	8	10

Development for members joining the the Board of Management is based on annualised remuneration for the year joining ALK

Development in total remuneration for the Board of Directors

	Unit	2024	2023	2022	2021	2020
Anders Hedegaard	%	(2)	(7)	12	(3)	n/a
Lene Skole	%	0	0	12	1	22
Gitte Aabo	%	3	10	16	n/a	n/a
Lars Holmqvist	%	6	28	9	(20)	7
Jesper Høiland	%	0	n/a	n/a	n/a	n/a
Bertil Lindmark	%	0	0	11	n/a	n/a
Alan Main	%	0	0	n/a	n/a	n/a
Katja Barnkob	%	0	0	17	0	9
Nanna Rassov Carlson	%	0	0	17	0	9
Lise Lund Mærkedahl	%	0	n/a	n/a	n/a	n/a
Johan Smedsrud	%	0	0	17	0	9
Total Board of Directors – incl. former members	%	1	7	20	10	4

Development for members joining or leaving Board is based on full-year base fee and committee fees for the year joining or leaving.

Employee remuneration

	Unit	2024	2023	2022	2021	2020
Group						
Workforce ¹	FTE	2,789	2,752	2,609	2,492	2,419
Development in average employee total compensation	%	3.2	1.2	3.8	2.6	5.3
CEO pay ratio ²	Times	33	30	33	34	34
Parent						
Development in average employee total compensation	%	4.1	6.9	(0.5)	2.2	2.5

¹ Workforce calculated as the average number of full-time equivalent employees in the given year

² The CEO pay ratio is calculated as the CEO total compensation / median employee compensation for the ALK group. For 2023, the CEO total compensation includes compensation for the previous CEO and new CEO for their period of employment respectively and includes all pay components except for severance payment and sign-on compensation.

Development in total remuneration for the Board of Directors

	Unit	2024	2023	2022	2021	2020
Group						
Revenue growth in local currencies	%	15	9	13	12	8
Revenue	DKKm	5,537	4,824	4,511	3,916	3,491
EBIT growth	%	64	42	61	95	-
EBIT	DKKm	1,091	666	470	292	150
Parent						
Revenue growth	%	89	3	(8)	14	135
Revenue	DKKm	4,114	2,171	2,114	2,296	2,015

Independent Auditor's report on the remuneration report

To the shareholders of ALK-Abelló A/S

We have examined whether the remuneration report for ALK-Abelló A/S for the financial year 1 January - 31 December 2024 contains the information required under section 139b, subsection 3 of the Danish Companies Act.

We express reasonable assurance in our conclusion.

The Board of Directors' responsibility for the remuneration report

The Board of Directors is responsible for the preparation of the remuneration report in accordance with section 139b, subsection 3 of the Danish Companies Act. The Board of Directors is also responsible for the internal control that the Board of Directors deems necessary to prepare the remuneration report without material misstatement, regardless of whether this is due to fraud or error.

Auditor's independence and quality management

We have complied with the independence requirements and other ethical requirements in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and ethical requirements applicable in Denmark.

Our firm applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express a conclusion on the remuneration report based on our examinations. We conducted our examinations in accordance with ISAE 3000 (revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and the additional requirements applicable in Denmark to obtain reasonable assurance in respect of our conclusion.

As part of our examination, we checked whether the remuneration report contains the information required under section 139b, subsection 3 of the Companies Act, number 1 - 6, on the remuneration of each individual member of the Board of Management and the Board of Directors.

We believe that the procedures performed provide a sufficient basis for our conclusion. Our examinations have not included procedures to verify the accuracy and completeness of the information provided in the remuneration report, and therefore we do not express any conclusion in this regard.

Conclusion

In our opinion the remuneration report, in all material respects, contains the information required under the Companies Act, section 139b, subsection 3.

Hellerup, 19 February 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Lars Baungaard
State Authorised
Public Accountant
(Mne 23331)

Kim Tromholt
State Authorised
Public Accountant
(Mne 33251)

Management's Statement

The Board of Directors has today considered and adopted the remuneration report of ALK-Abelló A/S for the financial year 2024. The remuneration report has been prepared in accordance with section 139b of the Danish Companies. In our opinion, the remuneration report reflects the remuneration policy adopted at the AGM and provides an overview of the total remuneration of our Board of Directors and Board of Management in 2024. The remuneration report is submitted to the general meeting for an indicative vote.

Hørsholm, 19 February 2025

Board of Directors,

Anders Hedegaard
Chair

Alan Main
Member

Jesper Høiland
Member

Katja Barnkob
Member

Lene Skole
Vice Chair

Bertil Lindmark
Member

Lars Holmqvist
Member

Lise Lund Mærkedahl
Member

Gitte Aabo
Member

Johan Smedsrud
Member

Nanna Rassev Carlson
Member

Design and production: **Noted**

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