

Annual General Meeting of Bang & Olufsen a/s

The annual general meeting of Bang & Olufsen a/s will be held on Thursday 19 August 2021 at 4 p.m. CEST at Bang & Olufsen a/s, Bang og Olufsen Allé 1, 7600 Struer, Denmark.

Notice in relation to COVID-19

Bang & Olufsen's annual general meeting will be held as a meeting with physical attendance. The company will closely monitor the Danish authorities' guidelines and measures in relation to COVID-19 and will comply with any such guidelines and measures applicable at the time of the general meeting. Shareholders are therefore advised that access to the premises of the general meeting may be restricted based on travel history, quarantine and/or signs of illness. The company encourages its shareholders to consider whether to participate in person or by proxy and notes that it will be possible to submit postal votes and written questions until the day before the general meeting.

Agenda

1. The Board of Directors' report on the company's activities during the past year
2. Presentation and adoption of the audited annual report for the financial year 2020/21, including a resolution to grant discharge to the Executive Management Board and the Board of Directors
3. Resolution as to the distribution of profit or the covering of loss, as the case may be, in accordance with the approved annual report
4. Presentation of the company's remuneration report for an advisory vote
5. Proposals from the Board of Directors
 - 5.1. Approval of changes to remuneration policy regarding indemnification and remuneration for chairing board committees
 - 5.2. Approval of the remuneration of the Board of Directors for 2021/22
 - 5.3. Deletion of Article 4, section 4, of the articles of association
 - 5.4. Renewal of authorisation to acquire treasury shares
 - 5.5. Renewal of authorisations to increase the share capital
 - 5.6. Authorisation in the articles of association to hold partly or fully electronic general meetings
 - 5.7. Authorisation to the chair of the meeting
6. Election of members to the Board of Directors
7. Appointment of auditors
8. Any other business

Complete proposals

Re 1: The Board of Directors' report on the company's activities during the past year

The board of directors proposes that the Board of Directors' report on the company's activities during the past year be noted.

Re 2: Presentation and adoption of the company's audited annual report for the financial year 2020/21, including a resolution to grant discharge to the Executive Management Board and the Board of Directors

The Board of Directors proposes that the audited annual report for the financial year 2020/21 be approved and that discharge be granted to the Executive Management Board and the Board of Directors.

Re 3: Resolution as to the distribution of profit or the covering of loss, as the case may be, in accordance with the approved annual report

The Board of Directors proposes that no dividend be paid and that the profit for the year be carried forward to the next financial year.

Re 4: Presentation of the company's remuneration report for an advisory vote

The Board of Directors proposes that the remuneration report for 2020/21 be approved.

The remuneration report has been prepared in accordance with the requirements in Section 139b of the Danish Companies Act and describes the remuneration that members of the Board of Directors and the Executive Management Board of Bang & Olufsen a/s, who are registered with the Danish Business Authority, have been awarded during or are due for the financial year 2020/21.

The remuneration report for 2020/21 is available on the company's website.

Re 5: Proposals from the Board of Directors

5.1. Approval of changes to remuneration policy regarding indemnification and remuneration for chairing board committees

The Board of Directors proposes that the company's remuneration policy be adjusted as follows:

a) Possibility of indemnification of management members:

The company, like a number of other listed companies, has found that it has become more difficult and expensive to obtain liability insurance for members of the Board of Directors and the Executive Management Board. It is therefore proposed that the general meeting authorises the Board of Directors to decide on whether to offer indemnification to members of the Board of Directors and the Executive Management Board of the company in cases where the Board of Directors considers that the company cannot obtain adequate cover at reasonable premiums. Any indemnification presupposes the absence of fraud, gross negligence or wilful misconduct.

b) Change of remuneration for chairmanships of board committees:

Considering the amount of work involved in the chairmanships of the company's board committees, the additional fee for chairmanships is proposed to be changed to 1.33 times the usual remuneration for serving on committees, with the additional fee for chairmanships of the Audit Committee and the Strategy Committee being changed to three times the usual remuneration for serving on the Audit Committee.

The full text of the revised remuneration policy is attached as Annex 1 to this notice.

5.2 Approval of the remuneration of the Board of Directors for 2021/22

The Board of Directors proposes that the remuneration of the Board of Directors be adjusted as follows (remuneration for 20/21 inserted in brackets):

Members of the Board of Directors - base fee:	DKK	350,000	(300,000)
Chair of the Board of Directors - 3 x base fee (same multiple):	DKK	1,050,000	(900,000)
Vice chair of the Board of Directors – 1.5 x base fee (same multiple):	DKK	525,000	(450,000)
Members of the Audit Committee:	DKK	100,000	(75,000)
Chair of the Audit Committee – 3 x fee to ordinary members of the Audit Committee (previously 2 x):	DKK	300,000	(150,000)
Members of the Remuneration, Nomination, Technology and Strategy Committees - per committee:	DKK	75,000	(unchanged)
Chair of the Strategy Committee;	DKK	300,000	(new)
Chair of the Remuneration, Nomination and Technology Committees - per committee:	DKK	100,000	(75,000)

5.3 Deletion of Article 4, section 4, of the articles of association

The Board of Directors proposes that the provision in Article 4, section 4, of the articles of association regarding the previous authorisation to acquire treasury shares be deleted as it is not a requirement that such authorisation be included in the articles of association.

5.4 Renewal of authorisation to acquire treasury shares

The Board of Directors proposes that the existing authorisation to allow the company to acquire treasury shares be renewed, so that the Board of Directors is authorised to allow the company to acquire treasury shares during the period until 18 August 2022 for up to a total of 10% of the company's share capital at the time of the authorisation, provided that the company's total holding of treasury shares does not at any time exceed 10% of the company's share capital. The purchase price paid in connection with the acquisition of treasury shares may not differ by more than 10% from the quoted price on Nasdaq Copenhagen A/S at the time of acquisition.

5.5 Renewal of authorisations to increase the share capital

The Board of Directors proposes that the authorisations in Article 4, sections 5 to 8, of the articles of association to increase the company's share capital with or without pre-emptive rights be renewed so that they run until and including 18 August 2022. The size of the authorisations shall remain unchanged, including the combined limit for the authorisations to a nominal value corresponding to 10% of the share capital.

With the proposed amendments and the deletion in item 5.3 above, the previous sections 5 to 8 in Article 4 of the articles of association will become sections 4 to 7 and will read as follows:

”Article 4 (...)

Section 4. The Board of Directors is authorised in the period until 18 August 2022 at one or more times to decide to increase the company's share capital by up to a nominal value of DKK 61,386,043.50 by issuing new shares at market price or at a discount to market price by way of payment in cash or by contribution of assets other than cash. The capital increase shall be with pre-emptive subscription rights for the company's existing shareholders. The new shares shall in all respects rank pari passu with the existing shares. The new shares shall be negotiable instruments, shall be issued to named holders and shall rank for dividends and other rights in the company from such time as is determined by the Board of Directors in its decision to increase the company's share capital pursuant to this section, although no more than one year after the date of registration.

Section 5. That the Board of Directors is authorised in the period until 18 August 2022 at one or more times to decide to increase the company's share capital by up to a nominal value of DKK 61,386,043.50 by issuing new shares at market price by way of payment in cash or by contribution of assets other

than cash. The capital increase shall be without pre-emptive subscription rights for the company's existing shareholders. The new shares shall in all respects rank pari passu with the existing shares. The new shares shall be negotiable instruments, shall be issued to named holders and shall rank for dividends and other rights in the company from such time as is determined by the Board of Directors in its decision to increase the company's share capital pursuant to this section, although no more than one year after the date of registration.

Section 6. Pursuant to Article 4, sections 4 and 5 above, the Board of Directors may not decide to increase the company's share capital by more than a total nominal value of DKK 61,386,043.50.

Section 7. The Board of Directors may implement the necessary amendments to the articles of association in connection with changes to the capital structure in accordance with the above resolution.

5.6 Authorisation in the articles of association to hold partial or fully electronic general meetings

In the light of the COVID-19 pandemic, the Board of Directors proposes that the Board of Directors be authorised to decide that future general meetings of the company be held as partial or fully electronic general meetings. The Board of Directors notes that the Board of Directors intends to continue to hold physical general meetings and to use the option of a fully electronic general meeting only in exceptional cases where the Board of Directors deems it necessary or appropriate, for example due to an assembly ban or other temporary public restrictions.

It is therefore proposed to insert a new Article 6, section 11, in the articles of association with the following wording:

“Section 11. The Board of Directors may decide that a general meeting be held either partially or fully electronically in accordance with the relevant provisions of the Danish Companies Act. In the event of a partial or fully electronic general meeting, participation will be possible through dedicated internet-based solutions, including through applications for mobile phones and similar devices. Details of the procedures for electronic attendance and participation, including technical and identification requirements, will be provided, as appropriate, on the company's website and in the notice of the relevant general meeting.”

5.7 Authorisation to the chair of the meeting

The Board of Directors proposes that the general meeting authorises the chair (with right of substitution) to notify the Danish Business Authority of the resolutions adopted and to make such amendments to the documents submitted to the Danish Business Authority as the Danish Business Authority may require or deem appropriate.

Re 6: Election of members to the Board of Directors

Pursuant to Article 8, section 2, of the articles of association, the members of the Board of Directors elected by the general meeting are up for election each year at the annual general meeting.

The Board of Directors proposes re-election of Juha Christen Christensen, Albert Bensoussan, Jesper Jarlbæk, Anders Colding Friis, Tuula Rytilä and M. Claire Chung.

For information on the qualifications of existing members of the Board of Directors, including directorships in other companies, please refer to pages 42-43 of the annual report. All existing members of the Board of Directors are considered to be independent in accordance with the Recommendations on Corporate Governance.

Re 7: Appointment of auditors

The Board of Directors proposes re-election of Ernst & Young P/S as auditor of the company.

The proposal is based on the recommendation of the Audit Committee and has not been influenced by third parties and is not subject to contractual terms limiting the election by the general meeting to certain auditors or audit firms.

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Voting rights and adoption requirements

On the date of publishing the notice convening the annual general meeting, the company's nominal share capital amounts to DKK 613,860,435.00, divided into shares with a nominal value of DKK 5 or multiples thereof. Each share with a nominal value of DKK 5 carries one vote.

The proposals under agenda items 5.3, 5.5 and 5.6 must be adopted by 2/3 of both the votes cast and the share capital represented at the annual general meeting. All other items on the agenda may be adopted by simple majority.

Date of registration and shareholders' rights

The date of registration is 12 August 2021. A shareholder's right to vote at the annual general meeting is determined on the basis of the shares for which the shareholder has either been recorded in the register of shareholders at the end of the registration period, i.e. one week before the annual general meeting, or for which the shareholder has notified the company and documented his/her acquisition at that time.

Notice and other available information

The notice convening the annual general meeting will be published and distributed in accordance with Article 6 of the company's articles of association. The annual general meeting will be convened via the company's website and by email to all shareholders recorded in the register of shareholders who have made a request to this effect. The notice will also be published via Nasdaq Copenhagen A/S.

The agenda and the complete proposals are available for inspection by the shareholders at the company's office located Bang og Olufsens Allé 1, 7600 Struer, and on the Shareholder Portal via <https://investor.bang-olufsen.com> by logging in with user name and password or NemID from Friday 16 July 2021. The agenda as well as the full proposals, revised remuneration policy, the annual report for 2020/21, information on the total number of shares and voting rights on the date of publishing the notice of the annual general meeting and the forms to be used for voting by proxy/postal vote are also available on the company's website <https://investor.bang-olufsen.com>.

Admission card

Any shareholder is entitled to participate in the annual general meeting provided that the shareholder has requested the issue of an admission card upon presentation of proper identification, such request to be received by the company no later than 11.59 p.m. on Friday 13 August 2021.

Shareholders may request an admission card to the annual general meeting:

- online via the Shareholder Portal on the company's website <https://investor.bang-olufsen.com>,
- by completing, signing and returning the registration form by email to gf@computershare.dk or by post to Computershare A/S, Lottenborgvej 26 D, 1st floor, 2800 Kgs. Lyngby, or by using the registration form available on the company's website <https://investor.bang-olufsen.com>. Please note the postal delivery time if the registration form is sent by ordinary mail, or
- by contacting Computershare A/S, Lottenborgvej 26 D, 1st floor, 2800 Kgs. Lyngby, via gf@computershare.dk

Admission cards will only be sent out electronically via email to the email address provided in the

Shareholder Portal upon registration. The admission card must be presented at the general meeting either electronically on a smartphone/tablet or as a physical printout. Shareholders who have ordered an admission card without providing their email address may collect the admission card at the entrance to the annual general meeting upon presentation of a valid photo ID. Shareholders with voting rights will receive a voting card at the entrance to the annual general meeting.

Processing of personal data

In connection with the annual general meeting, the company collects, processes and stores certain personal data. In this regard, please refer to the company's policy on "Collection, processing and storing of personal data in connection with general meetings", which is available at <https://investor.bang-olufsen.com>.

Proxy and postal vote

A shareholder may exercise his/her shareholder rights by voting by proxy or by postal vote, but not both. Proxies or postal votes can be submitted electronically via the Shareholder Portal on the company's website, <https://investor.bang-olufsen.com>. Login requires username and password or NemID. Proxy and postal votes may also be cast using the forms available on the company's website, <https://investor.bang-olufsen.com>. The completed form is sent by post to Computershare A/S, Lottenborg 26 D, 1st floor, 2800 Kgs. Lyngby, or by email to gf@computershare.dk.

The proxy must be submitted by 11.59 p.m. on Friday 13 August and postal votes must be received by the company or Computershare A/S in accordance with the above by 4.00 p.m. on Wednesday 18 August 2021.

Q&A

At the annual general meeting, the Board of Directors and the Executive Management Board will answer questions from shareholders concerning the items on the agenda of the annual general meeting. Questions may be sent by ordinary mail to Bang & Olufsen a/s, Bang og Olufsens Allé 1, 7600 Struer, Denmark, att.: Line Køhler Ljungdahl, or by email to llj@bang-olufsen.dk until the day before the annual general meeting.

Yours sincerely
Bang & Olufsen a/s

Juha Christen Christensen
Chairman of the Board of Directors

ANNEX 1



1. Preamble

- 1.1. The following Remuneration Policy of Bang & Olufsen a/s, CVR no. 41257911, has been prepared in accordance with Sections 139 and 139a of the Danish Companies Act and the recommendations published by the Committee on Corporate Governance and implemented by Nasdaq Copenhagen A/S.
- 1.2. The Remuneration Policy provides a framework for remuneration to the members of the Board of Directors and the Executive Management Board of Bang & Olufsen.

2. Scope of Policy

- 2.1. This policy applies to remuneration received by the members of the Board of Directors and the Executive Management Board for work performed for Bang & Olufsen.
- 2.2. This policy governs agreements on remuneration and any amendments thereto adopted after the policy has been approved by Bang & Olufsen's general meeting.

3. Definitions

Bang & Olufsen/B&O	Bang & Olufsen a/s
Board	Refers to the members of the Board of Directors of Bang & Olufsen, registered as such, with the Danish Business Authority
Company	Bang & Olufsen a/s
EMB/Executive Management Board	Refers to the executive officers of the management board of Bang & Olufsen, registered as such, with the Danish Business Authority

4. Objective

- 4.1. The overall objective of the Remuneration Policy of B&O is to attract, motivate and retain qualified members of the Board and the EMB as well as to align the interests of the Board and the EMB with the interests of the Company's shareholders and other stakeholders.
- 4.2. The remuneration of the Board and the EMB shall be designed to support the strategic goals of B&O and to promote value creation for the benefit of the shareholders of B&O.
- 4.3. The specific remuneration packages and incentive programs covering the members of the EMB shall comply with the following principles:
 - (a) limits shall apply on the variable components' part of the total remuneration package,

(b) a reasonable balance shall be ensured between the remuneration and incentive pay offered, the expected risks and the value creation for shareholders in the short and long term,

(c) there shall be clarity about performance criteria and measurability for award of variable components, and

(d) the variable remuneration shall comprise of both short-term and long-term components.

5. Remuneration of the Board

- 5.1. The members of the Board shall be remunerated with fixed annual fees approved by the general meeting and shall not be covered by incentive programs or be entitled to variable remuneration.
- 5.2. All members of the Board - whether elected by the general meeting or by the employees of B&O or the B&O Group - receive an annual base fee which shall be in line with market practice of comparable listed companies taking into account the required competencies, effort and scope of work of the members of the Board.
- 5.3. The Chairman of the Board shall receive 3 times the annual base fee and the Deputy Chairman shall receive 1.5 times the annual base fee for their extended duties.
- 5.4. All members of the Board who are also members of the committees established by the Board shall receive an additional fixed fee as remuneration for their committee work. The Chairman of the Remuneration, Nomination and Technology Committees shall receive 1.33 times the annual fixed fee for serving on the Remuneration, Nomination and Technology Committees. The Chairman of the Audit Committee and the Strategy Committee shall receive 3 times the annual fixed fee for serving on the Audit Committee. The size of the fixed committee fee depends on the competencies, effort and scope of work required by the members of each committee.
- 5.5. Members of the Board may be entitled to reasonable travel allowance and participation in relevant training, provided the related costs shall not in aggregate exceed 20% of the Board member's annual fixed fee. Members of the Board are also entitled to be covered by the Company's directors' and officers insurance as applicable from time-to-time.
- 5.6. The Company may, as stated in clause 5.5., take out directors' and officers' liability insurance, which covers the Company's directors and officers in the exercise of their duties. If the Company considers that the available insurance coverage is insufficient and/or associated with disproportionate costs, the Company may by resolution of the Board of Directors offer to indemnify members of the Board of Directors and/or the Executive Management Board in respect of claims raised by a third party in relation to the exercise of their duties, provided that this indemnification shall not be applicable if the claim is caused by fraud, gross negligence or willful misconduct. Any indemnification in accordance with the described indemnification scheme will be secondary to the Company's directors' and officers' liability insurances.
- 5.7. In the event a member of the Board takes on specific ad hoc tasks outside the scope of ordinary tasks of the Board in accordance with the Rules of Procedure of the Board, the member may be offered a fixed fee for the work carried out related to such tasks.
- 5.8. With the purpose of aligning the interests of the Company's shareholders and the members of the Board in regard to the development of the share price, each member of the Board elected by the general meeting is obliged to invest in shares issued by the Company not later than 12 months after the date of the member's election to the Board for an amount at least corresponding to the gross annual base fee paid to an ordinary member of the Board according to the most recent annual report and to keep such shareholding for as long as the individual is member of the Board.
- 5.9. The Board's remuneration shall be approved by the general meeting of the Company.

6. Remuneration of the EMB

6.1. The total remuneration

- 6.1.1. It is the view of the Board that a combination of fixed and performance-based remuneration for the EMB contributes to the Company's ability to attract and retain competent key employees while, at the same time, the EMB has an

incentive to create added value for the benefit of the Company's shareholders and stakeholders through variable remuneration.

- 6.1.2. The EMB's terms of employment and remuneration are agreed between the individual executive and the Board.
- 6.1.3. The total remuneration of the EMB may consist of the following fixed and variable remuneration components:
- (a) a fixed base salary including pension contributions ("annual base salary"),
 - (b) variable remuneration consisting of (i) non-share based cash bonus (see 6.3.3), and/or (ii) share-based remuneration (see 6.3.4),
 - (c) termination and severance payment,
 - (d) customary non-monetary employment benefits, and
 - (e) potential extraordinary incentive grants subject to the terms of this policy, including clause 6.4.
- 6.1.4. These remuneration components shall create a well-balanced remuneration package reflecting (i) individual performance and responsibility of the members of the EMB in relation to established financial and non-financial targets, both in the short and the longer term, and (ii) the Company's overall performance.

6.2. Annual base salary

- 6.2.1. The annual base salary is determined with a view to provide a competitive remuneration to attract and retain members of the EMB with the required professional and personal competences. The annual base salary for the members of the EMB shall be in line with market practice and based on the individual member's responsibilities and performance.
- 6.2.2. The members of the EMB may be granted individual non-monetary benefits such as a company car or car allowance. If a member of the EMB need to relocate to another country in order to take up the position in the EMB, such EMB member may, at the Board's discretion, be entitled to relevant individual non-monetary benefits such as housing allowance and school tuition fee allowance. The total value of individual non-monetary benefits may not exceed 20% of the annual base salary.
- 6.2.3. Members of the EMB may furthermore be entitled to customary employment benefits such as insurance, newspaper, telephony and internet access etc. as approved by the Board from time to time. The members of the EMB can also participate in the pension scheme of the Company, provided the individual contributions shall be taken out of the annual base salary.

6.3. Variable remuneration

- 6.3.1. In addition to the annual base salary, the members of the EMB may receive variable remuneration which shall be based on the individual performance and responsibility of the members of the EMB in relation to established financial and non-financial targets, both in the short and the longer term, as well as the Company's overall performance.
- 6.3.2. The EMB may, at the discretion of the Board, be entitled to participate in the following revolving incentive schemes:
- (a) Short term cash bonus plan
 - (b) Long term combined performance and restricted share plan

The design and implementation of the two incentive schemes aim to ensure that the interests of the EMB and shareholders are aligned and that the EMB in the exercise of their duties support the short and long-term interest of the Company's shareholders and other stakeholders and contribute to the achievement of the Company's strategy, sustainability and long-term value creation.

- 6.3.3. Short term cash bonus plan

- 6.3.3.1. Individual members of the EMB may receive an annual bonus which will amount to approx. 35% of the base salary in case of achievement of targeted performance thresholds and up to a maximum of 45.5% of the base salary in case of achievement in excess of targets. For the CEO, the levels are 75% for on-target performance and up to 100% for performance in excess of targets.
- 6.3.3.2. This cash bonus is intended to ensure achievement of the Company's short-term objectives. The payment of the bonus and the size thereof will therefore depend on the achievement of the objectives agreed from year to year. These objectives will primarily relate to the achievement of the Company's financial performance and individual performance criteria which reflect and support the Company's short term objectives.
- 6.3.3.3. The annual bonus which may be granted to the CEO must be divided so that 75% of the bonus may be paid if certain ordinary bonus objectives determined at the discretion of the Board in accordance with the criteria described above have been fulfilled, whereas the remaining 25% of the bonus may be paid if certain extraordinary bonus objectives determined at the discretion of the Board in accordance with the criteria described above have been fulfilled.
- 6.3.4. Long term combined performance and restricted share plan
- 6.3.4.1. Individual members of the EMB may annually receive a conditional right to receive (against no or only nominal consideration) shares after a reference period comprising three financial years, subject in each case to a combination of performance targets, requirements for continuous service and/or satisfactory people review ratings.
- 6.3.4.2. The performance share element shall comprise at least 2/3 of the value of the annual grants under the plan. The performance share element shall be subject to the level of achievement of performance targets to be defined and set annually by the Board and comprising one or more financial years in the reference period. The performance targets shall be linked to the Company's internal business targets, such as e.g. revenue, EBIT and/or strategic targets. When defining the performance targets the Board shall take into account the plan's overall purpose and anticipated effect in relation to the long-term sustainability and performance of the Company.
- 6.3.4.3. The performance and restricted shares may vest incrementally during the reference period, but will only be finally awarded after the three financial year reference period. Details of the combined performance and restricted shares arrangements and relevant performance metrics for each grant will be set out in the annual Remuneration Report.
- 6.3.4.4. Assuming achievement of targeted performance thresholds, the value of the individual grants within a given financial year may not at the time of grant exceed 62.5% of the recipients' base salary for the relevant year. The maximum value (i.e. assuming achievement of the defined maximum performance thresholds in excess of targets) may not exceed 125% of the base salary for the given financial year. For the CEO, the levels are 75% for on-target performance and up to 150% for performance in excess of targets.
- 6.3.4.5. Both performance and restricted shares will be subject to good and bad leaver provisions, pursuant to which unvested awards may be forfeited in whole or in part in case of e.g. if the EMB resigns or is terminated with cause.
- 6.3.4.6. The value of the granted performance and restricted shares and the method of calculating the value will be set out in the Company's Remuneration Report from time to time. The Company intends to buy back shares in order to cover its obligations in relation to the awarded rights to performance and restricted shares.

6.4. Award of extraordinary incentive-based remuneration

- 6.4.1. In order to meet the overall objective of the Company's incentive-based remuneration programs, the Board may in individual extraordinary cases and when considered to be in the Company's interest decide to award a one-off bonus, retention bonus, severance payment or a sign-on bonus in connection with recruitment, in each case deviating from the principles relating to the regular incentive programs set out above in clauses 6.3.3 and 6.3.4.1 to 6.3.4.5. Such extraordinary award may consist of cash and/or share-based remuneration and may or may not include performance criteria or criteria of continued employment.
- 6.4.2. The terms for such an extraordinary award to be decided by the Board. The value of such an extraordinary award may not at the time of the award exceed an amount corresponding to 100% of the EMB member's base salary in each of the relevant financial year(s). To the extent such an extraordinary award relates to a sign-on bonus or other schemes related to recruitment of EMB members, the award may be increased by additional 50%.

6.4.3. Subject to the above limitations, the Company has established an extraordinary short-term cash based retention program for certain key employees, including certain members of the EMB, in the transition phase covering the financial year 2020/21 and 2021/22, subject in each case to requirements of continued service and satisfactory people review ratings.

6.5. Claw-back, adjustments to terms, etc.

6.5.1. In the situation where incentive remuneration have been provided to a member of the EMB (or right to receive such) on the basis of data or accounts which subsequently prove to have been misstated, the Company may reclaim the incentive remuneration in full or in part on the basis of such data.

6.5.2. For all incentive-based remuneration, the Board may decide that specific terms shall apply for accelerated vesting or award (and/or for roll-over or adjustment) of incentive-based remuneration in case of a takeover in whole or in part, significant divestiture of activities, demerger, merger or other business combination involving the Company. Further, the Board may in order to further the principles and objectives of this Policy, adopt adjustments to performance targets, bonus amounts and/or number of shares e.g. in the event the Company's capital structure is changed or in case of other material events that would otherwise adversely influence the value or effect of the incentive-based remuneration.

6.6. Legacy programs

6.6.1. In accordance with prior Remuneration Policies, current and former members of the EMB participate in Matching Shares Programs pursuant to which the participants hold shares in B&O ("Investment Shares") which subject to certain terms and conditions entitle them to receive a number of shares ("Matching Shares") in the Company. The Matching Shares Programs are described in the Company's Remuneration Report.

7. Termination and severance payment

7.1. Employment agreements with members of the EMB may be ongoing (i.e. without a fixed terms) and shall be subject to a maximum notice of termination of 24 months.

8. Remuneration Committee

8.1. The Board has established a remuneration committee (the "Remuneration Committee") to ensure that the Company maintains and observes a remuneration policy for the members of the Board and the EMB.

8.2. The Remuneration Policy and any changes thereto shall be approved by the Board as well as the general meeting.

8.3. The Remuneration Committee shall evaluate and make recommendations for the remuneration of the members of the Board and the EMB. The Remuneration Committee also assesses and determines the level of achievement of performance targets.

8.4. The Remuneration Committee shall retain its own advisers separate from the external advisers engaged by the Company and/or the EMB.

8.5. To avoid conflicts of interest, the Remuneration Policy and the remuneration of the Board will be approved by the general meeting, and the remuneration of the EMB will be approved by the Board.

9. Considerations in relation to employee compensation

9.1. In preparing this Policy and the individual remuneration agreements, the Remuneration Committee considers the remuneration and employment terms of the Company's other employees to ensure an appropriate alignment with due regard to market practice for comparable listed companies and overall responsibility and duties of the individual members of the Board and the EMB.

9.2. The Board considers the principles for ordinary short-term incentives for the Executive Board and the Company's other key employees are aligned.

9.3. Long-term share based incentive programs are not offered to the Company's employees in general. The Board considers that the long-term share based incentive program outlined herein (which is also extended to members

of the Company's broader management team and certain key specialists) is appropriate and required in order to align the interests of those with management responsibilities with the interests of the Company and its shareholders.

- 9.4. With regard to terms of resignation, the Board considers that longer resignation periods for EMB members reflect market practice and are appropriate as part of the overall remuneration package to EMB members.

10. Approval and Publication of the Remuneration Policy

- 10.1. This Remuneration Policy has been reviewed and approved by the Board and this Remuneration Policy shall be posted on the Company's website (<https://investor.bang-olufsen.com>) specifying the date of adoption by the general meeting of the Company.
- 10.2. The Remuneration Policy shall be described in the Company's annual report and the Chairman shall in connection with the report from the Board at the annual general meeting comment on the principles of the Remuneration Policy and compliance hereof.
- 10.3. The Company will prepare a remuneration report in accordance with applicable law containing information on, inter alia total remuneration, for each of the management board members and on an individual basis, and on compliance with the Remuneration Policy.

11. Policy Review

- 11.1. The Remuneration Policy shall be reviewed by the Remuneration Committee at least on an annual basis.

12. Owner

- 12.1. The CEO.