

Policy and guidelines for remuneration in ATP (the Pay Policy)

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1 Purpose

ATP's Supervisory Board determines Pay Policy and is responsible for its implementation. The Pay Policy is approved by the Board of Representatives.

The overall purpose of the Pay Policy is to support ATP's vision of safeguarding the basic financial security for members in the longer term via, among other things, high returns and simple administration.

The Pay Policy also serves to support ATP's business model and commercial objectives, including making it possible, by means of a suitable remuneration structure, to attract and retain the best possible skills on competitive terms of employment, so that ATP's ambitious, long-term performance targets can be achieved. The remuneration structure consists of a fixed salary and potentially performance-based pay (variable pay) which supports business development.

The pay policy must be in accordance with and promote a healthy and effective risk management approach that does not encourage excessive risk taking, including in terms of sustainability risks. In addition, the pay policy must ensure a long-term confluence of interests for individual employees and ATP's members and support ATP's opportunities to fulfil its obligations under the ATP Act.

The Pay Policy also ensures that the framework for pay at ATP, as determined by, amongst others, the ATP Act, "Statutory order on pay policy and pay in Labour Market Supplementary Pension Scheme, Order No. 1216 of 10 October 2018" (the "Pay Order") and Recommendations on Corporate Governance are complied with, and that an appropriate level of control is exercised for the same.

2 Scope of application and entry into force of the Pay Policy

The Pay Policy applies to all employees at ATP, members of ATP's Board of Representatives and Supervisory Board. The Pay Policy does not apply to ATP's subsidiaries.

In the event that schemes involve variable pay components on the basis of collective agreements, the Pay Policy provisions regarding variable pay do not apply to employees covered by those agreements.

The Pay Policy was adopted by the Supervisory Board on 11 December 2024 and approved by the Board of Representatives on 5 February 2025.

The Pay Policy is valid as of 1 January 2025.

3 Special regulations for the Board of Representatives, the Supervisory Board and significant risk takers

According to the Executive Order on Pay, special regulations apply to members of the Board of Representatives, the Supervisory Board, the Supervisory Board committees, the CEO and other employees whose activities have a significant influence on ATP's risk profile ("significant risk takers").

Significant risk takers include, in accordance with section 2 (3) of the Executive Order on

Remuneration ('aflønningsbekendtgørelsen'), the head of a control function, the head of internal audit, the Chief Actuary, the head of the pensions and administration area and the head of the investment area. Those 0.3% of ATP's employees, rounded to the nearest whole number, who were awarded the highest total remuneration in the previous financial year are also, in principle, significant risk takers.

Furthermore, employees identified as key persons pursuant to Section 23(a)(7) of the ATP Act are significant risk takers.

In addition, in accordance with Section 2(1) of the Executive Order on Remuneration, ATP's Supervisory Board appoints other individuals who are significant risk takers in ATP. HR annually prepares a recommendation on this for the Supervisory Board. The assessment as to whether a person is a significant risk taker includes whether the person exercises significant direct or indirect influence on ATP's risk profile, taking into account ATP's size and organisation and the scope and complexity of ATP's activities. The assessment includes the person's responsibilities, authorisations and position in the organisation.

The persons defined as significant risk takers are described in Appendix 1.

4 General principles

Fees and remuneration are defined on the basis of the market level, both nationally and internationally, taking into account ATP's size and organisation, as well as the scope and complexity of ATP's activities.

Furthermore, remuneration and fees are defined on the basis of ATP's specific needs, including the need to guarantee ATP's ongoing ability to attract and retain the best possible members for the Supervisory Board and as managers and employees. In addition, fees and remuneration reflect relevant work experience, education, competencies, seniority, professional and organisational responsibilities and the complexity of the work. In addition, the subsequent regulation of fees and the determination of remuneration also takes into account performance and personal development.

Where ATP uses variable pay, it is used as an active tool that supports commercial development by means of a focus on target and performance management, and promotes behaviour that creates value. Variable pay also reflects sustainable and extraordinary results.

ATP observes the prevailing remuneration rules under the Danish ATP Act and the Executive Order on Pay (Aflønningsbekendtgørelsen), as well as the prevailing principles on management remuneration set out in the Recommendations on Corporate Governance with the adjustments required according to ATP's special circumstances.

ATP places priority on openness and transparency regarding the Pay Policy remuneration types and pay levels for the Board of Representatives, the Supervisory Board and Executive Vice Presidents. Information about this, including the financial implementation of the Pay Policy, is available via publication in ATP's annual report or at atp.dk.

5 Identification of risks and risk appetite

Failure to comply with regulations and principles related to pay, including those related to

variable remuneration of management and other employees with significant influence on ATP's risk appetite, can lead to excessively risky behaviour and thus have a negative impact on ATP's risk-taking, risk management and reputation.

ATP aims at all times to comply with the applicable rules in the field of remuneration and at the same time attract and retain competent employees with competitive remuneration so that ATP can achieve the objectives and results that ensure basic financial security for its members.

6 Remuneration framework and conditions

6.1 Members of the Board of Representatives, the Supervisory Board and the Supervisory Board committees

Fees for the current year for members of ATP's Board of Representatives, the Supervisory Board and any Supervisory Board committees are determined by the Board of Representatives on the recommendation of the Supervisory Board.

Members of the Board of Representatives, the Supervisory Board and any Supervisory Board committees are paid a fixed annual fee.

No member of the Board of Representatives or the Supervisory Board is covered by any form of variable pay, pension agreements or severance pay agreements.

When determining the Supervisory Board's fixed annual fee (basic fee), consideration must be given not only to the common principles, but also to the number of Supervisory Board meetings as well as ATP's status as a statutory supplementary pension scheme and administrator.

In addition to the base remuneration, members of Supervisory Board committees may receive a committee remuneration of up to 100 per cent of the Supervisory Board's base remuneration for each Supervisory Board committee position.

The Chairman of the Supervisory Board may receive a total remuneration of up to four times the total of the basic remuneration and the committee remuneration for the Executive Committee.

Committee fees are determined according to the same principles as the basic fee.

The fee for a member of the Board of Representatives can be up to 15 per cent of a Supervisory Board member's basic fee and is determined according to the same principles as the basic fee.

ATP reimburses members of the Board of Representatives, the Supervisory Board and any Supervisory Board committees for any relevant, documented expenses in connection with meetings, including travel and accommodation expenses, training, etc. Mileage allowance when driving own vehicle is paid in accordance with official government rates.

6.2 CEO and members of Executive Management

Remuneration for the CEO is determined by ATP's Supervisory Board upon recommendation from the Remuneration Committee, cf. section 11.1. Remuneration for other members of ATP's Executive Management is determined by the Executive Committee on the recommendation of

the CEO.

The CEO and members of Executive Management receive fixed remuneration, pension contribution, cf. Section 9, severance pay in accordance with Section 8.1 and 8.2, any one-time allowance in accordance with Section 7.2, and a range of employee benefits, cf. Section 10.

The CEO and members of Executive Management Board are not covered by any form of variable pay, except for the possibility of lump-sum payments, cf. Section 7.2.

A mutual extension of the periods of notice may be contractually agreed. For the CEO and members of Executive Management, such an extension may constitute a period of notice of up to two years on the part of ATP, including any period of notice applicable under the Danish Salaried Employees Act (Funktionærloven). The notice period and any severance pay may not exceed a maximum of 24 months' pay.

Pay during an agreed notice period for the CEO or a member of the financial management (currently Chief Investment Officer, Chief Risk Officer and Chief Financial Officer) that is not matched by a customary work obligation shall be paid monthly during the notice period.

6.3 The Chief Actuary, the Chief Auditor and key individuals responsible for the Actuary Function, the Risk Management Function, the Internal Audit Function and the Compliance Function

Remuneration for the Chief Actuary and the Chief Auditor is determined by ATP's Supervisory Board on the recommendation of the Remuneration Committee.

The Chief Actuary, the Chief Auditor and the key persons responsible for the Actuary Function, the Risk Management Function, the Internal Audit Function and the Compliance Function receive fixed remuneration, pension contribution, cf. Section 9, severance pay in accordance with Section 8.1, any potential one-time allowance, cf. Section 7.2, and a range of employee benefits, cf. Section 10. A mutual extension of up to one year on the part of ATP of the periods of notice set out in the Danish Salaried Employees Act may be contractually agreed, including the period of notice applicable under the Danish Salaried Employees Act.

6.4 Special regulations for employees in control functions etc.

For employees in control and audit functions, including those mentioned in Section 6.3 who work with compliance, risk management and internal audit, any variable pay components must not be dependent on the performance in the department or area where such employees carry out controls.

If an employee working as an actuary receives variable pay components, the variable pay components must be dependent on the employee's role only, and the variable pay components must not be dependent on the department's results.

6.5 Managers and other employees

Managers and other employees are paid fixed remuneration, pension contribution, cf. Section 9, possible severance pay in accordance with Section 8.1, potential one-time allowance in accordance with Section 7.2, and a range of employee benefits, cf. Section 10.

A mutual extension of up to one year on the part of ATP of the periods of notice set out in the Danish Salaried Employees Act may be contractually agreed for deputy directors, including the periods of notice applicable under the Danish Salaried Employees Act. For other employees, the extension may be for six months in addition to the periods of notice applicable under the Danish Salaried Employees Act.

7 Guidelines for variable pay, including one-off payments and incentive programmes

7.1 Variable pay for significant risk takers

The Supervisory Board must identify the significant risk takers. The persons concerned are listed in Appendix 1. ATP's Supervisory Board must additionally define a suitable cap on variable pay components for significant risk takers to ensure a suitable balance between fixed and variable pay components. This may vary, depending on the recipient's function and ATP's circumstances in general, and it must be set in such a way that the fixed salary component constitutes a sufficiently high proportion of the overall pay so that ATP can apply a flexible pay policy with regard to the use of variable pay.

The accrued variable pay for significant risk takers may not exceed 100 per cent (50 per cent for the CEO) of the base salary including pension contributions per year.

Pay agreements with significant risk takers must ensure that the agreements satisfy the requirements set out in sections 10-12 of the Executive Order on Pay in respect of pay. Agreements on variable pay for significant risk takers must, as a minimum, include the following terms:

- When paying variable pay, at least 40 per cent of the variable pay, and at least 60 per cent in the case of larger amounts, must be paid over a period of at least three years (at least four years for the CEO), starting one year after the calculation date, with an equal distribution over the years or with an increasing proportion at the end of the period.
- That ATP can omit paying variable pay if the significant risk taker has participated in or been responsible for a behaviour that has resulted in significant losses for the company or which did not meet the requirement of being appropriate and/or honest.
- ATP may withhold payment of variable pay if ATP is unable to meet its obligations to its members on the payment date.
- The individual has a duty to repay (claw back) any variable pay received if the variable pay has been paid on the basis of information about performance that can be documented to be incorrect and if the recipients have acted in bad faith.

HR carries out annual controls at the time of disbursement to verify that the significant risk-taker has not engaged in, or been responsible for, conduct that has resulted in significant losses to ATP or has not complied with appropriate fitness and integrity requirements. The detailed process for this is described in HR guidelines.

Calculated variable pay for an earning year for the individual employee may, within de minimis limits according to applicable rules (currently DKK 100,000 per year), be paid in full without

delay as stated above if it is deemed justifiable by the Supervisory Board or the CEO. The assessment must be documented.

For significant risk takers in Investments, the determination and measurement of variable remuneration must take into account whether the employee concerned has helped to support a non-excessive risk-taking in relation to sustainability risks by integrating sustainability risks in ATP's investment decisions in accordance with applicable legislation¹ and the policy for sustainability in investments in the ATP Group. This means that employees comply with and contribute to supporting the processes determined at any time in the investment process. The processes currently include conducting ESG due diligence prior to making new illiquid² investments, processing in the Risk team including assessment of sustainability risks and processing in ATP's Investment Forum. Variable pay may be omitted or reduced if the employee has not complied with the established processes.

7.2 One-time allowance

Managers and employees may be awarded one-time allowances for exceptional performance or the assumption of responsibility. That is, performance beyond what is required or expected or in the context of project work. The assessment shall also include the criteria referred to in Section 4(2). One-time allowances cannot exceed 4 months' pay including pension contribution.

For employees in Investments, when determining and calculating one-time allowances, considerations should be made about whether the relevant employee has participated in promoting non-excessive risk taking in terms of sustainability risks by integrating sustainability risks in ATP's investment decisions in accordance with applicable legislation and the ATP Group's Policy for Sustainability in Investments. This means that employees comply with and contribute to supporting the processes determined at any time in the investment process. The processes currently include conducting ESG due diligence prior to making new illiquid investments, processing in the Risk team including assessment of sustainability risks and processing in ATP's Investment Forum. One-time allowances may be cancelled or reduced if the employee has not complied with the established processes.

The allocation of one-time allowances can only take place after recommendation from the employees area director and following approval from HR. The recommendation must be justified and the recommendation and approval must be documented.

The requirements for variable pay in Section 7.1 also apply to one-off payments to significant risk takers.

¹ It is particularly the EU's Disclosure Regulation concerning sustainability risks in information in the financial services sector and rules issued under this that, among other things, promote the integration of sustainability risks in investment decisions and advice, etc.

² When it comes to liquid investments, ATP believes that the markets are efficient and that all relevant risks, including sustainability risks, are included in the market price.

7.3 Incentive schemes for employees in Investments

Employees in Investments may, in addition to pay as described in Section 6.5 and Section 7.2, be allocated variable pay in the form of a traditional cash bonus scheme pursuant to the principles of this section.

If the individual employee in Investment has been identified as a significant risk taker, then when allocating variable pay it must be ensured, with the agreement of the employee, that the requirements of section 7.1 concerning postponement, payout limitations and clawbacks have been met.

In agreements with employees in Investments that are not significant risk takers, it must be ensured that the *principles* of 7.1 have been complied with. Allocation of variable pay will be in relation to the employee's portfolio responsibility, including decision-making power relative to individual investments.

It must be ensured in the variable pay schemes that there is a long-term commonality of interest between the incentives of the employee and ATP's members.

The variable pay component in the schemes must as a minimum be defined on the basis of the following three components:

- ATP's investment and hedging activity results
- The results in the individual portfolio manager's department in the form of, for example, returns, investment processes, etc. or combinations of these
- The individual's own performance in the form of, for example, the individual's contribution to returns, investment processes, teamwork etc. or combinations of these.

These three components may be applied with different weighting in an individual department's scheme, but the scheme must contain all three components. Both financial and non-financial criteria are included in assessing the components.

When determining and calculating variable remuneration, considerations should be made about whether the relevant employee has participated in promoting non-excessive risk-taking in terms of sustainability risks by integrating sustainability risks in ATP's investment decisions in accordance with applicable legislation and the ATP Group's Policy for Sustainability in Investments. This means that employees comply with and contribute to supporting the processes determined at any time in the investment process. The processes currently include conducting ESG due diligence prior to making new illiquid investments, processing in the Risk team including assessment of sustainability risks and processing in ATP's Investment Forum. Variable pay may be omitted or reduced if the employee has not complied with the established processes.

The schemes must set a cap on the individual's variable pay for the individual year; see also section 7.1 on caps for significant risk takers.

The scheme must set a cap on the expected value of the scheme per annum in the long term in relation to the individual employee's annual basic pay.

The actual implementation of the limits defined in this Pay Policy or by the Supervisory Board in accordance with Section 7.1 and this section is established by the CEO and CIO. The most significant elements are: (i) the actual employees in Investments covered by the scheme, (ii)

definition of the minimum investment results that ATP is to achieve in each of the schemes before a bonus starts to be earned, and (iii) the weighting of the individual components of the scheme.

The CEO ensures that (i) a comprehensive data basis for use in the annual statement of bonus earnings is available at all times, (ii) there is documentation of the data basis and the calculation formulas applied, (iii) the adopted procedures and checks are reflected in ATP's business procedures at all times, and (iv) business procedures are reviewed and, if necessary, revised on an annual basis and are updated in connection with changes in schemes etc.

If an employee changes to a different function in Investments during a calendar year and this means that the employee is to be transferred to a different bonus scheme, the CIO is authorised to negotiate the specific transfer on the basis of the principles of Section 17(a) of the Danish Salaried Employees Act.

8 Guidelines for severance pay and other special allowances

8.1 Severance pay

When an employment relationship commences, agreement may be reached on a severance scheme under which severance pay may be triggered if ATP terminates the employment.

For members of the Executive Management (except the CEO or the financial management, cf. Section 8.2 below), the Chief Actuary, the Chief Auditor, the persons with key positions in the Actuary Function, the Risk Management Function, the Internal Audit Function and the Compliance Function, Deputy Directors, General Managers and Department Heads, the severance pay cannot exceed 9 months remuneration in total. The agreed severance pay includes severance pay based on seniority, which replaces the severance pay described in Section 2a of the Danish Salaried Employees Act.

For other managers and employees, severance pay may constitute a total of up to six months' remuneration including severance pay based on seniority; this replaces the severance pay described in Section 2a of the Danish Salaried Employees Act.

In connection with actual redundancy situations, the agreed severance pay may, in extraordinary circumstances, be supplemented by special severance pay, which may constitute up to 50 per cent of the agreed severance pay. If the total value of the severance pay subsequently exceeds one year's total remuneration including pension, the agreement must, as far as the part of the severance pay exceeding one year's remuneration including pension is concerned, meet the requirements set out in Section 10 of the Executive Order on Pay, and this part of the severance pay must reflect the results achieved by their work in the position concerned for a period of time and must not reward lack of results or negligence. Severance pay (both ordinary and extraordinary) may be fully or partly converted into an extended period of notice in addition to the period of notice set out in the Pay Policy.

The notice period and any severance pay, including special severance pay, may not exceed a total of 24 months' pay.

8.2 Severance pay for the CEO and members of the financial management

For the CEO and members of the financial management (currently Chief Investment Officer, Chief Risk Officer and Chief Financial Officer), an agreed severance pay may amount to up to one year's remuneration, which in the case of the CEO can be agreed to also apply on retirement. In connection with actual redundancy situations, the agreed severance pay may, in extraordinary circumstances, be supplemented by special severance pay, which may constitute up to 50 per cent of the agreed severance pay. The notice period and any severance pay, including special severance pay, may not exceed a total of 24 months' pay.

Payment of severance pay to the chief executive officer or a member of the financial management shall reflect the results achieved in the performance of the position, and may not reward misconduct or lack of results.

Severance pay shall be paid in monthly instalments corresponding to the amount of the recipient's average monthly remuneration including pension in the most recent financial year. Payment can begin at the earliest after any potential pay during the notice period has been paid in full.

Payment of severance pay shall be suspended if the Supervisory Board assesses that the recipient has shown behaviour during his or her employment that must be considered to constitute a serious management failure.

The severance pay will be withheld – and may be demanded to be repaid if it has been paid in full or in part – if ATP is charged with criminal offences attributable to the recipient, or if the Supervisory Board becomes aware that the recipient has been charged with criminal offences committed in connection with his or her employment with ATP.

8.3 Other special allowances

A sign-on fee can be applied in special cases and must be approved by the CEO.

Employees who are intended to be included in a bonus scheme in accordance with Section 7 from the start of the following year can, in special cases, be allocated a bonus loss allowance by the CIO for the time until inclusion in the scheme.

Sign-on fee and bonus loss allowance can only be allocated if this has been agreed upon in connection with concluding the agreement to occupy the position; the allowance is limited to the first year of employment and ATP is able to satisfy its obligations to the members at the time of allocation.

9 Pension scheme

ATP offers a pension scheme which provides suitable security for employees in case of illness, disability and death and – depending on the contribution period – a suitable standard of living when the employee reaches retirement age. Contributions are made as a percentage of the fixed salary. The percentage cannot exceed the maximum contribution rate settled via collective negotiations.

10 Employee benefits

Basic pay is accompanied by a pay package with flexible employee benefits. Based on allocated payroll costs, the individual employee can opt in and out of priced benefits, depending on the individual employee's situation.

The CEO, other members of ATP's Executive Management and deputy directors may be awarded a range of work-related employee benefits, including a company car, business-related journal, etc. The scope/size of the individual employee benefits is decided by the Remuneration Committee or the CEO (Chief Executive Officer) in agreement with the person concerned.

11 Governance and reporting etc.

11.1 Remuneration Committee

ATP's Supervisory Board appoints a Remuneration Committee, the tasks of which are performed by ATP's Executive Committee. The Remuneration Committee is composed in accordance with section 17(2) of the Executive Order on Pay. The Remuneration Committee prepares Supervisory Board decisions and in some instances decides, based on delegated authority, regarding remuneration, including the Pay Policy and other decisions in this regard which may influence ATP's risk management. The specific tasks of the Remuneration Committee are indicated in Section 4 of the Rules of Procedure for ATP's Executive Committee.

11.2 Annual control of the Pay Policy

At least once a year, the Remuneration Committee must check whether the Pay Policy is complied with and report the results to the Supervisory Board.

This control also includes remuneration of the management in the part of the organisation that controls compliance with risk-taking limits as well as the management of the part of the organisation that carries out other controls, including the Internal Chief Auditor and Chief of Compliance.

The Supervisory Board determines the guidelines for the control.

11.3 Determination of, control with and information about bonus schemes

ATP's Supervisory Board specifies the pay policy within the framework of the law and the overall framework for variable pay at ATP.

The CEO ensures that any such schemes are implemented in accordance with the guidelines set out in the Pay Policy and in accordance with the decisions of the Supervisory Board.

Before a programme with variable pay is initiated, ATP's external auditor must make a statement about the model to the Supervisory Board about whether (i) the financial value of the proposed programmes is fair compared to market standards and (ii) whether the same individuals are participating in multiple programmes, (iii) whether there may be 'chain reactions' so that success in one area automatically triggers variable pay in another, (iv) whether the model is based on a clear governance structure, (v)

whether the shape of the programme is based on the framework adopted by the Supervisory Board, (vi) whether the necessary procedures and business processes are in place for the administration of the incentive and bonus programmes and finally, (vii) the auditor must verify the calculation of the financial value of the incentive and bonus programmes.

Once a variable pay scheme has been implemented, the auditor must make a statement once a year on the same conditions as described above. The annual statement must focus on any changes that may have occurred during the period. ATP's auditor must also check whether the schemes are reasonable and being managed in accordance with the agreed limits, and whether the annual calculation of accrued and paid bonuses is taking place in accordance with the adopted conditions.

The result of the external auditor's control must be presented to the Supervisory Board after first having been considered by the Remuneration Committee.

Once a year, the Supervisory Board receives a report from the Remuneration Committee on the implementation of the individual variable pay schemes.

11.4 Statement regarding remuneration of the Board of Representatives and the Supervisory Board

Once a year, the Supervisory Board reports to the Board of Representatives and the Minister for Employment on the remuneration of the Board of Representatives and the Supervisory Board. The report must include information about the remuneration in the previous financial year and about the expected remuneration for the current and next financial years.

12 Exemption options

The policy does not include any provisions for dispensation.

13 Publication and reporting to the Danish Financial Supervisory Authority

The Pay Policy is published at www.atp.dk.

An annual report on remuneration in ATP is published no later than 1 May at www.atp.dk in accordance with the current disclosure requirements under section 19 of the Executive Order on Pay. The report must be submitted to the Danish Financial Supervisory Authority simultaneously with publication on the website. The ATP Group's annual report must specify where this information may be found.

The ATP Group's annual report describes the fees for each individual member of the Board of Representatives, the Supervisory Board and the Supervisory Board committees. Details of the CEO's remuneration, pension schemes and severance schemes are also published in the annual report.

Details of the remuneration of significant risk takers in accordance with the current rules are also published. Publication must comply with the current rules and with the 'Recommendations on Corporate Governance' with the adjustments required according to ATP's special circumstances.

In addition, information is published at atp.dk about how the Pay Policy is in line with the integration of sustainability risks.

14 Updating

ATP's Supervisory Board reviews the Pay Policy at least once a year with a view to adapting it to ATP's performance. The Pay Policy is approved by the Board of Representatives.

Significant risk takers at ATP – valid from 1 January 2025

As of 1 January 2025, the Supervisory Board has decided that the following employees are significant risk takers:

- Members of ATP's Executive Management, including the CEO and Chief Investment Officer
- The Chief Actuary (and key employee of the actuarial function)
- The Chief Auditor (and key employee of the internal audit function)
- The Chief Risk Officer (and key employee of the risk management function)
- The Chief Compliance Officer (and key employee of the compliance function)
- Chief Operating Officer in P&I
- Head of Risk Management
- Employees in Investments who have the authority to place individual investments or who have a deciding influence on strategic investment decisions.

The CEO ensures that the specific employees covered by the stated categories are identified.