

## Policy on remuneration to the executive management of Akastor

This policy has been prepared by the board of directors of Akastor ASA on 18 March 2021 in accordance with the Norwegian Public Limited Liability Companies Act section 6-16a. The policy contains guidelines and main principles for the company's remuneration to its executive management, which in the view of the board will support the company's business strategy and long term interests. This policy has been prepared as a separate document to be presented and processed at the company's annual general meeting to be held 15 April 2021. Any deviations from these guidelines shall be approved by the board of directors of Akastor ASA, and the reason for such deviations shall be included in the minutes of the board meeting.

Any substantial change to the guidelines and principles for the remuneration to the executive management shall be presented and explained by the board and approved by the general meeting of the company. The policy shall in any case be reviewed and approved by the general meeting every fourth year. The guidelines approved by the general meeting shall immediately be published on the company's website.

The company's annual report provides more detail on the remuneration received by members of the executive management in 2020.

### General

The main purpose of the executive remuneration is to encourage a strong and sustainable performance-based culture, which also supports growth in shareholder value. It is also considered important to provide competitive terms that help to retain key personnel and executive management and in turn mitigate the risk that core qualification and experience is lost by key people leaving the company.

The corporate group of Akastor is a relatively small group of experienced corporate personnel that ensures that key corporate functions are maintained. As of 31 December 2020, the senior executive management is considered comprised by the company's CEO, Karl Erik Kjelstad, and the CFO, Øyvind Paaske. All personnel are employed under standard employment contracts with terms and conditions consistent with industry standard, including on issues such as notice period and severance pay in the event of termination. In accordance with statutory law, the company may request the resignation of the CEO at its own discretion, but will be obliged to pay severance payment in the amount of 6 months' salary from the expiry of the notice period.

Compensation to the executive management has a fixed element which includes a base salary which pursuant to the company's benchmarking is competitive with other investment companies. In addition, the executive management has variable remuneration, as further described in this policy. All variable pay shall be subject to a cap.

The remuneration to the CEO is recommended by the chairman of the board and approved by the board of directors on an annual basis. The remuneration to the remaining executive management shall be approved by the CEO, in consultation with the chairman of the board, and informed to the board of directors of Akastor ASA on an annual basis. The same principles for executive wage settlement will be applied in 2021.

### Benefits

The executive management participates in the standard employee, pension and insurance plan applicable to all employees in the company. No executive personnel in Akastor has performance-based pension plans and there are no current loans, prepayments or other forms of credit from the company to its executive management. No members of the executive management are part of any option- or incentive programs other than what is described in this policy.

### Share purchase programs

The company currently has no share purchase programs.

### Performance based remuneration

In addition to receiving a fixed compensation, the executive management (as well as other members of the corporate organization) participates in a variable pay program. The objective of the program is to incentivise the management to contribute to sound financial results for the company, recruit and retain key personnel as well as executing leadership in accordance with the company's values and business ethics.

The potential payment under the variable pay program is set individually, with 100 percent of the annual base salary as the maximum. Payment under the program is recommended by the CEO and approved by the board on an annual basis.

The payments under the variable pay program are subject to a discretionary assessment based on three components:

- a) Development of Akastor ASA's share price
- b) Delivery of certain key financial, operational and strategic targets for Akastor
- c) Delivery of personal performance objectives during the year

Further, the executive management may be offered additional variable pay arrangements going forward which differs from the ordinary variable pay program described above. These variable pay arrangements offered to the executive management may in its entirety be linked to the development of the company's share price, the achievement of certain key targets and/or long term employment with the company. Such agreements, including any payments under them and/or material changes, are proposed by the chairman and approved by the board.