



Investor Relations policy for Alm. Brand A/S

Introduction

The Investor Relations department of Alm. Brand A/S seeks to comply with applicable investor relations standards on a global scale with a view to ensuring adequate liquidity in and fair pricing of the Alm Brand share and that Alm. Brand Group is considered by the capital markets as being a reliable, accessible and professional company. Based on stringent and consistent information, we strive to support Alm. Brand's strategic goals and reputation in that we apply best practice in all relevant areas, including by establishing strategic and proactive relations with the group's investors and offering digital solutions and professional liaisons for all stakeholders where relevant. The purpose of Alm. Brand's investor relations function is generally to provide information and communicate openly, honestly and in a timely fashion with shareholders, analysts and other investor relations stakeholders on matters related to the group. All investor relations activities are conducted in compliance with national and international regulatory requirements and relevant stock exchange regulations, based on standards and recommendations on corporate governance issued by relevant organisations and internal guidelines.

Overall objectives

Alm. Brand strives to inform investors, analysts and other stakeholders openly and adequately about matters related to the group. The objective is to ensure to the greatest extent possible:

- equal access for all market participants to timely and adequate information about matters related to the company with a view to supporting a fair pricing of and increased liquidity in financial instruments issued by Alm. Brand A/S;
- a high level of awareness of and confidence in the Alm. Brand share and reliable communications on group-related matters through an open and active dialogue with the capital markets; and
- that all queries are answered, provided the answer does not require disclosure of inside information or otherwise may cause harm or be detrimental to the group.

Spokespersons

The following persons are authorised to act as spokespersons and communicate with capital market participants:

- The Chairman of the Board of Directors
- Members of the Executive Management
- The CFO
- The First Vice President, Investor Relations
- Other employees through delegated powers

Publication of financial statements and other information

As a publicly listed company, Alm. Brand A/S publishes its financial statements and other company announcements as required under the law. Immediately after the publication of financial statements and announcements concerning other major news and events, we make the financial statements and

company announcements, as the case may be, available on our website. Company announcements and financial statements are released simultaneously in Danish and English.

Alm. Brand also holds a number of meetings with analysts and investors in Denmark and internationally. Through its website and directly through the Investor Relations department, the group strives to maintain a high level of accessibility and interaction between the group and its investors and other stakeholders.

Communication channels

Alm. Brand's communications with stakeholders predominantly take the form of written information and meetings with capital market participants. Alm. Brand prepares and publishes written materials on a quarterly basis (e.g. full-year and interim financial statements and investor presentations) and on an ad-hoc basis (e.g. reports on trading, separate company announcements or ad-hoc presentations).

As part of the group's investor relations activities, Alm. Brand regularly meets with capital market participants using communication channels such as:

- Investor meetings (in-person and/or virtually, and in the form of roadshows, one-on-one meetings and group presentations)
- Conference calls
- Telephone conferences
- Webcasts
- Conferences
- Capital market days
- Ad-hoc dialogue via telephone and e-mail

All shareholders are welcome to attend Alm. Brand's general meetings, have business included in the agenda for the meeting and ask questions to the Board of Directors. Moreover, by casting their votes, all shareholders have the opportunity to influence the business on the agenda. All meeting activities are planned and coordinated by or in collaboration with the Investor Relations department.

Silent periods

In the period leading up to the release of interim financial statements, we do not comment on or discuss Alm. Brand's financial issues generally or our financial expectations. The silent period is scheduled by the Investor Relations department, and information thereon is published on the Alm. Brand website.

Policy updates

The Executive Management revises and approves this policy at least once a year based on the review and recommendations of the First Vice President, Investor Relations.

Versions

| <i>Version</i> | <i>Approved</i> | <i>Author</i> | <i>Comments on updates</i> |
|----------------|----------------------|---------------------------|----------------------------|
| <i>1.0</i> | <i>November 2025</i> | <i>Investor Relations</i> | |
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