

Remuneration Report 2021

Table of contents

03	Financial Performance and changes in the Management in 2021
04	Board of Directors' Remuneration
05	Executive Management Remuneration
08	Comparative remuneration overview
09	The Board of Directors' statement on the Remuneration Report
10	Independent auditor's statement on Remuneration Report

This remuneration report (the "Report") provides an overview of the total remuneration for the financial year 2021 received by each member of the board of directors (the "Board") and of the executive management registered as such with the Danish Business Authority (the "Executive Management") of NTG Nordic Transport Group A/S, CVR no. 12546106 (the "Company"). The Board and the Executive Management will be jointly referred to as the "Management" in this Report and the Company including all its subsidiaries will be referred to as the "Group".

The remuneration of the Management during the financial year 2021 is consistent with the Company's remuneration policy approved at the annual general meeting on 16 April 2020 (the "Remuneration Policy") which is available on the Company's website, investor.ntg.com. There has been no deviation or derogation from the Remuneration Policy in the remuneration for the financial year 2021.

The overall objective of the remuneration is to attract, motivate and retain qualified members of the Board and the Executive Management and to align the interests of the Board and the Executive Management with the interests of the Company and its shareholders. In this context, remuneration should contribute towards promoting the strategy, long-term sustainability and creation of value in the Company and thereby delivering results by supporting the Company's long-term and short-term objectives.

The Report includes information from the audited annual reports of the Company available on the Company's website, investor.ntg.com.

As the Company until 7 October 2019 was an inactive company with the name "Neurosearch A/S" that had operated within another industry than the Company's current line of business, inclusion in this report of comparisons with remuneration paid in the Company prior to 7 October 2019 would not be consistent with the purpose of the Report and Section 139 b of the Danish Companies Act. Therefore, the information in this Report includes a) remuneration paid to the Management after Nordic Transport Group A/S' reverse acquisition of NTG Nordic Transport Group A/S (formerly: Neurosearch A/S) on 7 October 2019 and b) remuneration paid to members of the Management who were part of the management in Nordic Transport Group A/S before 7 October 2019. Reference is made to the Company's 2019 Annual Report and the Prospectus of 24 September 2019, available at investor.ntg.com.

The Report has been prepared in accordance with section 139 b of the Danish Companies Act.

Advisory vote on the Company's remuneration report for 2020

On the Company's annual general meeting held 8 April 2021, the Company's remuneration report for 2020 was submitted for advisory vote. The annual general meeting approved the report with no remarks.

Financial Performance and changes in the Management in 2021

Financial performance in 2021

The Group delivered results during 2021 in line with the updated expectations announced on 11 November 2021, mainly driven by high activity levels throughout the year and NTG's safeguarding of capacities. Reference is made to the Company's 2021 Annual Report which is available on the [Company's website](#).

The Board of Directors

There were the following changes to the Board during 2021:

- Ulrik Ross Petersen stepped down on 31 August 2021

As per 31 December 2021, the Board consisted of:

- Eivind Drachmann Kolding (Chairman)
- Jørgen Hansen (Deputy Chairman)
- Karen-Marie Katholm (Board member)
- Jesper Præstengaard (Board member)
- Finn Skovbo Pedersen (Board member)
- Carsten Krogsgaard Thomsen (Board member)

The Executive Management

There were no changes to the Executive Management during 2021.

As per 31 December 2021 the Executive Management consisted of:

- Michael Larsen (Group CEO)
- Christian D. Jakobsen (Group CFO)

Management's remuneration in 2021

Remuneration to the Board was in line with market practice and on the same level as in 2020. In line with the Remuneration Policy, no variable remuneration was paid to any of the Board members.

Remuneration to Executive Management in 2021 was composed by a fixed salary and a variable salary. One member of the Executive Management (Christian D. Jakobsen) is covered by a warrant scheme granted in the autumn of 2019 in connection with the listing of Nordic Transport Group.

The Remuneration Committee performed an assessment of the management's remuneration comparing the remuneration of the management with listed companies of a comparable size and other peers to ensure that the management's remuneration package strikes the right balance between not being excessive and ensuring incentive and attraction of the right talent.

The remuneration paid to Management in 2021 is in line with these objectives and supports the long-term performance and achievement of the Company's strategic goals.

The management's remuneration package complies with the Company's Remuneration Policy as well as the updated updated Corporate Governance recommendations announced on 2 December 2020.



Board of Directors' Remuneration

The remuneration of the Company's Board shall be in line with market practice of comparable listed companies taking into account the required competencies, effort, scope of work and responsibility of the members of the Board. The remuneration of the Board primarily aims to support execution of NTG's business strategy, including long-term and short-term objectives, and sustainability of NTG and its business.

The remuneration of the Board is composed of the following components:

- Fixed annual fee
- Additional fixed fee
- Additional ad hoc fee

The **fixed annual fee** is a multiple of the **base fee**. The base fee for 2021 was DKK 200,000 as approved at the annual general meeting on 8 April 2021. Members of the Board receives 1 x the base fee for their duties. The Chairman and the Deputy Chairman each receive a multiplier of the annual base fee of 3x and 2x, respectively, for their extended duties.

Members of the Board who are also members of a Board committee receive an additional fixed fee as remuneration for their committee work (0.5x base fee for Chairman of the Audit Committee and 0.25 x base fee for other committee members in any committee). The Chairman and the Deputy Chairman of the Board are not entitled to additional fee for their work in a Board committee.

Members of the Board may be entitled to additional fees as set out in the Remuneration Policy, including for undertaking specific ad hoc tasks outside the scope of the ordinary tasks of the Board (maximum 1x base fee), travel allowance and participation in relevant training. The Company reimburses social security contributions in respect of members of the Board not residing in Denmark.

The Company does not have any requirements on Board members' shareholdings

Incentive-based remuneration

No Board member received any incentive-based (cash or share-based) remuneration in 2021.

Board of Directors' Remuneration in 2021:

(DKK'000)	Member	Positions (current)			Fixed annual fee			Additional fixed fee			Additional ad hoc fee			Total remuneration			
		Board	Audit Committee	Nomination Committee	Remuneration Committee	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
	Eivind Kolding	CM	ME	ME	CM	600	600	413	0	0	0	0	0	0	600	600	413
	Jørgen Hansen	DC		CM	ME	400	400	175	0	0	0	0	0	0	400	400	175
	Jesper Præstengaard	ME			ME	200	200	63	50	50	0	0	0	0	250	250	63
	Finn Skovbo Pedersen	ME	ME			200	200	125	19	0	0	0	0	0	219	200	125
	Carsten Krogsgaard Thomsen	ME	CM			200	142	0	69	35	0	0	0	0	269	177	0
	Karen-Marie Katholm	ME				200	142	0	0	0	0	0	0	0	200	142	0
	Ulrik Ross Petersen (stepped down 31-08-2021)					133	200	150	67	100	0	0	0	0	200	300	150
	Peter Grubert (stepped down 30-09-2020)					N/A	150	138	N/A	38	0	N/A	0	0	N/A	188	138
	Stefan Pettersson (stepped down 16-04-2020)					N/A	59	50	N/A	0	0	N/A	0	0	N/A	59	50
	Michael Larsen (stepped down 16-04-2020)					N/A	59	50	N/A	0	0	N/A	0	0	N/A	59	50
	Total					1,933	2,151	1,164	205	223	0	0	0	0	2,138	2,374	1,164

CM = Chairman, DC = Deputy chairman, ME = Member

Executive Management Remuneration

Remuneration to the Company's Executive Management shall always be in line with and competitive to comparable companies and shall be based on NTG's financial position and determined individually based on qualifications, performance, and responsibilities of the individual members of Executive Management. It shall ensure attraction and retention of top qualified executives.

The remuneration of the Executive Management is determined by the Board based on recommendation of the Remuneration Committee.

Members of the Executive Management are entitled to an annual remuneration in accordance with the Remuneration Policy, which may consist of the following fixed and variable remuneration components:

- Fixed annual salary
- Pension and benefits
- Incentive based remuneration (short-term and long-term incentive remuneration)
- Extraordinary variable remuneration and
- Termination and severance payments

Any grant of incentive-based remuneration is based on a number of targets/key performance indicators ("KPI") which must be fulfilled before variable remuneration can be received. In accordance with the Remuneration Policy, KPIs must always include the following: Take into account the Company's business strategy, have clear and measurable goals, include financial targets and include non-financial targets.

The composition of the remuneration of each individual executive is designed to encourage Executive Management to take ownership and care for the Company's business to the benefit of shareholders.

The Company will, under special circumstances, be entitled to reclaim any incentive-based remuneration (both cash-based and share-based) granted to members of the Executive Management.

Below is given a specification of Executive Management's remuneration and components hereof for the financial year 2021, including comparative figures for the previous year.

Value of presented share-based payments is calculated using the Black-Scholes method. It represents the fair value of share-based remuneration in the grant year for all equity-settled share-based remuneration schemes.

Executive Managements' Remuneration in 2021:

(DKK'000)		Fixed remuneration							Variable remuneration								Total				
		Fixed annual salary			Pensions and benefits				STIP			LTIP**			Extraordinary		% of total				
Member	Position	2021	2020	2019	2021	2020	2019	2021	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2021	2020	2019
Michael Larsen*	Group CEO	2,474	1,408	0	242	153	0	42%	1,170	0	0	2,600	0	0	0	0	0	58%	6,486	1,560	0
Christian D. Jakobsen	Group CFO	2,199	1,899	1,784	256	246	242	42%	1,035	0	0	2,300	0	0	0	0	2,379	58%	5,790	2,145	4,405
Total		4,673	3,307	1,784	498	399	242	42%	2,205	0	0	4,900	0	0	0	0	2,379	58%	12,276	3,706	4,405

* 2020 figures only represent Michael Larsen's current role in the Company after being appointed as Group CEO on 1 May 2020.

** Grant is shown at target value, which is the intended value of the 2021 LTIP, based on KPI fulfilment. See below for further details. The actual value of the grant at the eventual grant date in accordance with IFRS2 principles may vary, as will the recognition of the LTIP expense over the period in which the service is provided. In accordance with section 5.8.5 of the Remuneration Policy, the fixed annual salary relevant for determining the 2021 LTIP value is the fixed annual salary at the time of the grant which is after the 10-day trading period following the publication of NTG's Annual Report.

Fixed annual salary including pension and other benefits

The fixed annual salary shall be in line with market practice and is subject to annual reassessment by the Board. Members of Executive Management receive no remuneration for board positions or directorships held in the Company's subsidiaries or associated companies.

In addition to the fixed annual salary, members of the Executive Management are entitled to receive a pension contribution of up to 15% of the fixed annual salary.

The members of the Executive Management may be entitled to customary and appropriate monetary and non-monetary benefits, including memberships, free car, phone and internet access of an aggregated value of up to 0.25 times the fixed annual salary of each member of the Executive Management.

Ongoing incentive programs

Non-revolving IPO warrant program

Christian D. Jakobsen received a one-off grant of 34,555 warrants made in connection with the listing of Nordic Transport Group in October 2019. Market value of the granted warrants was DKK 929 thousand on the grant date.

The program has a three-year vesting period which started 7 October 2019 (ending 7 October 2022) and a subsequent three-year exercise period (ending 7 October 2025). Exercise price of the warrants equal the Group's listing price of DKK 89 per

share. Warrants will vest at the end of the vesting period, given the individual member is employed with the Company at this date.

For further information on the structure and terms of the program, reference is made to the Prospectus of 24 September 2019.

Short-term and long-term incentive programs (STIP and LTIP)

From 2021 and onwards, the Executive Management will be governed by respectively a short-term incentive program (STIP) and a long-term incentive program (LTIP).

The STIP is a cash-based, variable incentive scheme entitling the Executive Management member to an annual cash bonus subject to fulfilment of certain KPIs for the preceding financial year. Once granted, no performance criteria other than performance of the executive's employment contract apply. For any given financial year, the total value granted under STIP cannot exceed 50 % of the executive's fixed annual salary at the time of grant.

The LTIP is a share-based, variable incentive scheme entitling the Executive Management member to an annual grant of share options subject to fulfilment of certain KPIs for the preceding financial year. The vesting period is three years from the grant date. Once granted, no performance criteria other than performance of the executive's employment contract apply, provided that share options granted in one year may be reclaimed if targets in the following year(s) are not met. For any given financial year, the total value granted under the LTIP to each Executive

Management member calculated in accordance with the Black-Scholes formula cannot exceed 100 % of the fixed annual salary at the time of the grant. The total aggregated number of share-based instruments granted to executives cannot exceed 5 % of the total number of shares in the Company.

The KPIs for the STIP are set annually by the Board upon recommendation from the Remuneration Committee.

The KPIs for the LTIP spans over a period of three years. Targets are set annually by the Board upon recommendation from the Remuneration Committee. Grants are assessed and awarded annually by the Board, also upon recommendation from the Remuneration Committee. During the three-year-period, if a target is met in one year but not in the following year(s), the Board may decide to reclaim remuneration granted, and the Board may decide to compensate the Executive Management member for non-achievement in one year if targets are fulfilled in subsequent financial years.

Grants under the STIP and the LTIP for the financial year 2021 will be made in 2022.

For further information on the terms of the STIP and the LTIP, reference is made to the Remuneration Policy.

Incentive-based and extraordinary variable remuneration for 2021

Executive Management's variable, incentive-based remuneration for 2021 is determined in accordance with the LTIP and STIP scheme set out in the Remuneration policy.

The STIP KPIs for the financial year 2021, are based on the Company's performance on EBIT (weight 35%), revenue (weight 35%), acquisition growth (weight 10%), strategy (weight 10%) and ESG (weight 10%). Except for the targets under the strategy KPI, which was not met, the performance in 2021 was above the fixed targets.

The LTIP KPIs are based on respectively the Company's turnover growth (weight 50%) and EBIT margin (weight 50%). The performance in 2021 was above all the fixed targets. Share options awarded under the 2021 LTIP will be granted in 2022. Pursuant to Section 5.8.5 of the Remuneration Policy, the exercise price relevant for establishing the actual number of share options granted for 2021 shall be determined as the average share price of the shares of the Company for the 10-day trading period following the publication of the Company's Annual Report for 2021. Using an estimated exercise price of 387.0, based on the reference share price (being the average closing price in the last 10 days up to and including 8 March 2022), indicates that an estimated 71,000 options will be granted under the 2021 LTIP. The expected grant date is 24 March 2022 resulting in a 2-year exercise period starting on 24 March 2025. The table above represents Black-Scholes values of expected grants under the 2021 LTIP.

The Executive Management did not receive any extraordinary, variable remuneration in 2021

Termination and severance payments

Employment agreements with members of the Executive Management are without time limitation and can generally not exceed 12 months on the part of the Company and 6 months on the part of the individual member of Executive Management. Severance payments in case of termination shall not exceed the aggregate sum of the individual member of the Executive Management's fixed annual salary and pension and benefits for the last 12 months.

Comparative remuneration overview

The development in the remuneration of the Board and Executive Management from 2020 to 2021 is summarised in the table below. Remuneration ratio represents the ratio between Executive Management remuneration and the average remuneration per employee of the Company.

Development in the Board of Directors' remuneration represents a change in the Board's composition.

Development in Executive Management's remuneration from 2020 to 2021 reflects the positive development in the Company and adjustment to market terms.

Development in remuneration:

Board of Directors remuneration

(DKK'000)	2021	%*	2020	%*	2019
Total remuneration Board of Directors	2,138	2%	2,069	15%	926
Eivind Kolding	600	0%	600	20%	413
Jørgen Hansen	400	0%	400	33%	175
Jesper Præstensgaard	250	0%	250	0%	63
Finn Skovbo Pedersen	219	10%	200	0%	125
Carsten Krogsgaard Thomsen	269	8%	177	100%	0
Karen-Marie Katholm	200	0%	142	100%	0
Ulrik Ross (stepped down 31-08-2021)	200	0%	300	0%	150

* Year-on-year development in percent, stated on an annualised basis

** Reference is made to the Company's 2021 Annual Report for a definition

Executive Management remuneration

(DKK'000)	2021	%*	2020	%*	2019
Total remuneration Executive Management	12,276	173%	3,705	-51%	4,405
Michael Larsen (since 1 May 2020)	6,486	177%	1,560	100%	0
Christian D. Jakobsen	5,790	170%	2,145	-51%	4,405
Net profit of NTG Nordic Transport Group (consolidated)**	385,300	159%	148,776	1,688%	8,322
Net Profit of the Company **	139,685	284%	36,338	-204%	-35,083
Full Year average remuneration of employees in the Company	1,098	13%	971	12%	870

The Board of Directors' statement on the Remuneration Report

The Board has today approved the Remuneration Report for the financial year 2021.

The Report has been prepared in accordance with section 139 b of the Danish Companies Act.

In our opinion, the Report provides an overall overview of the remuneration that the individual management members were awarded during or for the benefit of the financial year 2021, and the Report provides a comprehensive overview of the remuneration that the individual management members received during or for the benefit of the financial year 2021, and the Report explains how the overall remuneration is in accordance with the agreed Remuneration Policy, including how the remuneration contributes towards promoting the business strategy, long-term interests, sustainability and creation of value in the Company by supporting the Company's long-term and short-term objectives.

The Report has been submitted to the auditor with a view to ensure that information pursuant to section 139 b (3) of the Danish Companies Act appears in the Company's Report for the financial year 2021.

The Report will be presented to the annual general meeting to be held on 7 April 2022.

Hvidovre, 9 March 2022.

Board of Directors

Eivind Kolding
Chairman of the board

Jørgen Hansen
Deputy chairman of the board

Finn Skovbo Pedersen
Board member

Carsten Krogsgaard Thomsen
Board member

Jesper Præstengaard
Board member

Karen-Marie Katholm
Board member

Independent auditor's statement on Remuneration Report

To the shareholders of NTG Nordic Transport Group A/S

According to section 139 b of the Danish Companies Act, Management is responsible for preparing a remuneration report in accordance with the remuneration policy adopted at the General Meeting.

Our opinion on the audit of the Consolidated Financial Statements and the Parent Company Financial Statements does not include the remuneration report, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements and the Parent Company Financial Statements for 2021, it is, however, our responsibility pursuant to section 147 of the Danish Companies Act to verify that all disclosures required under section 139 b(3) of the Danish Companies Act are included in the Company's remuneration report for 2021.

We found no reason to point out any omissions with respect to the disclosures included in the remuneration report for 2021.

Copenhagen, 9 March 2022

PricewaterhouseCoopers

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