

Annual General Meeting 2022

Chairman of the Board of Directors

Michael Holm Johansen

11 May 2022

ANORA





By joining our forces we are stronger and
have better growth opportunities

1.

Market leader
in the profitable
and stable
Nordic wine
and spirits

2.

Global industry
forerunner
in sustainability

3.

Step-change
in scale drives
productivity

4.

Capacity to
grow in and
outside the
Nordics

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Board of Directors reflects diversity and relevant experience

Michael Holm Johansen
Chairman



Shareholdings: 80 000
Chairman of the Human
Resources Committee

Sanna Suvanto-Harsaee
Vice Chairman



Shareholdings: 3 908
Member of the Audit Committee

Kirsten Ægidius
Member



Shareholdings: 2 440
Member of the Human
Resources Committee

Ingeborg Flønes
Member



Shareholdings: 1 900
Member of the Audit Committee

Sinikka Mustakari
Member



Shareholdings: -
Member of the Human
Resources Committee

Jyrki Mäki-Kala
Member



Shareholdings: 3 517
Chairman of the Audit Committee

Nils Selte
Member



Shareholdings: 30 000*
Member of the Audit Committee

Torsten Steenholt
Member



Shareholdings: 5 000
Member of the Human
Resources Committee

Arne Larsen
Member



Shareholdings: -
Employee-elected
Board member

Jussi Mikkola
Member



Shareholdings: 100
Employee-elected
Board member

Two new members proposed to the Board

Proposal by the Shareholders' Nomination Board

Christer Kjos

Member



Annareetta Lumme-Timonen

Member



Remuneration 2021

Strong pay-for-performance culture

- The financial development of the company has been good, and we are pleased that this is also visible in the employees' reward.
- Going forward, the strong pay-for-performance principle of Anora will continue even stronger at all levels of the organisation.
- We maintain a strong connection between the company's financial performance and remuneration of the CEO, management and personnel.
- We encourage stock ownership.

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Remuneration 2021

- The remuneration paid or due to the Board members and the CEO for the year 2021 is in line with Anora's Remuneration Policy.
- The total compensation of the Board members consists of term of office fees and meeting fees.
- The CEO's remuneration package is aligned with our pay-for-performance principle. In 2021, a significant portion – 55% – of the CEO's remuneration was based on variable pay in short and long-term incentive programmes.
- In 2021, the Board of Directors decided to reward the CEO and certain key leaders with a one-time Retention Incentive. The programme covered the closing- and post-closing phase of the combination of Altia and Arcus with the objective to retain and motivate crucial key leaders over closing and post-closing time of the merger and thereby secure management continuity.

DEVELOPMENT OF TOTAL REMUNERATION AND FINANCIAL DEVELOPMENT OVER THE PAST THREE YEARS

EUR	2021	2020	2019
Comparable EBITDA (EURm) ¹	71.7	52.4	44.8
Board of Directors	368 000	358 725	279 450
CEO	872 031	573 679	337 737
Employees' average remuneration ²	64 791	57 796	49 688

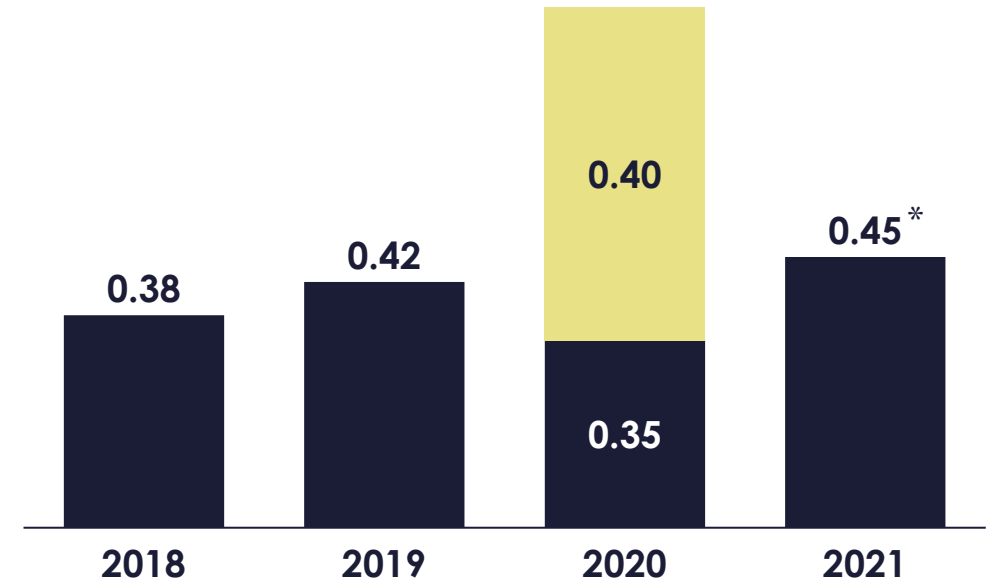
¹Based on Anora Group information of 2021, including former Arcus data from September-December 2021.

²Employees' average remuneration is total employee remuneration divided by the average number of personnel during the year.

Dividend proposal by Anora's Board of Directors

- In its proposal the Board has **considered former Altia's dividend policy** to pay 60% or more of the result for the period as a dividend to the shareholders. Anora's financial targets including a dividend policy will be set in connection with the on-going strategy process.
- Anora's Board of Directors proposes to the Annual General Meeting that a **dividend of EUR 0.45 per share** be paid for the financial year 2021.
- **Payout ratio** of 68% and **effective dividend yield** of 4.1% (end of 2021)
- Dividend record date 13 May 2022
- Dividend payment date 20 May 2022

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■ Dividend

■ Merger-related extra dividend

*Board's proposal

Thank you!



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More information: www.anora.com

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