

2021 Work of the Committees of the Board of Directors

1. Audit Committee

The purpose of the Audit Committee (the "Committee") is to assist the Board of Directors in fulfilling its responsibilities relating to the oversight of the quality and integrity of the accounting, auditing and financial reporting of the Company, the qualifications, independence and performance of the appointed Statutory Auditor as well as compliance with rules on non-audit services provided by the Company's Statutory Auditors.

The Committee consists of Anders Götzsche (Chair), Dirk Reich and Jill Lauritzen Melby. Anders Götzsche and Dirk Reich are deemed independent. Anders Götzsche has special competences in international management, board experience and expertise in finance and accounting as well as M&A. Dirk Reich has special competences in international management, board experience and expertise in international logistics activities. Jill Lauritzen Melby has special competences in financial controlling.

There has been a total of five meetings during 2021 with full participation. The main topics dealt with apart from recurring items below were monitoring of the HSF acquisition, a deep-dive into the activities at DFDS's shared service centre in Poznan, and the approach to enterprise risk management.

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2. Remuneration Committee

The purpose of the Remuneration Committee is to assist the Board of Directors in fulfilling its responsibilities relating to the establishment, monitoring and adjustment of the Company's remuneration policy including incentive schemes. Further, the purpose of the Remuneration Committee is to ensure that the actual executive remuneration of DFDS at all times comply with DFDS' remuneration policy as well as regulatory and corporate governance requirements.

The Committee consists of Claus V. Hemmingsen (Chair), Klaus Nyborg and Marianne Dahl. All members are deemed independent. Claus V. Hemmingsen has special competences in international management and expertise in offshore activities and shipping. Klaus Nyborg has special competences in international management and board experience from i.a. listed shipping companies and suppliers to the shipping industry and expertise in strategy, M&A and risk management. Marianne Dahl has special competences in international management and expertise within strategy, digitalization, product development and sales.

The Committee had three meetings in 2021 with full participation, focusing on the following topics:

- Review of the annual wheel of Remco
- Adjustment of benchmarks to compare executive remuneration levels with relevant companies
- Review of gender pay gap analysis
- Recommendation of Executive Board remuneration and Board fees
- Delivery of Remuneration report for 2021.

- **3. Nomination Committee**

The purpose of the Nomination Committee (the "Committee") is to assist the Board of Directors in fulfilling its responsibilities relating to the oversight of the competences required of the Board of Directors and the Executive Board and the organizational structure of the management bodies of the Company as well as reporting thereon. Further, the Nomination Committee shall assist when the Company is recruiting for the management bodies of the Company, including assisting the Executive Board when recruiting for the Company's executive committee.

The Committee consists of Claus V. Hemmingsen (Chair), Klaus Nyborg and Marianne Dahl. All members are deemed independent. Claus V. Hemmingsen has special competences in international management and expertise in offshore activities and shipping. Klaus Nyborg has special competences in international management and board experience from i.a. listed shipping companies and suppliers to the shipping industry and expertise in strategy, M&A and risk management. Marianne Dahl has special competences in international management and expertise within strategy, digitalization, product development and sales.

The Committee held 2 formal meetings during 2021 with full participation, focusing on competences and succession planning at the board level as well as evaluation of the Board's work and performance. In addition, a number of informal meetings were held in connection with recruiting a new Director to be proposed for election at the 2022 AGM.