

## **Remuneration report for salary and other remuneration for leading persons 2023**

**Multiconsult ASA**

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## 1. Key developments in remuneration – 2023

### 1.1. The financial year 2023

2023 presented greater market fluctuations and uncertainty than previous years. Even though there are substantial differences in the market outlook across various geographical areas and across business areas, the overall market outlook is stable. Collective effort has led to record high order intake, significant growth, good profitability, and a solid and diversified order backlog. Multiconsult has strengthened its market position through organic growth, successful acquisitions and by offering attractive and sustainable services.

### 1.2. Shareholder feedback

The remuneration policy on determination of salary and other remuneration to leading persons in Multiconsult ASA was approved by the general meeting in 2022.

### 1.3. Key developments in board remuneration and composition in 2023

The annual general meeting of Multiconsult ASA on 13 April 2023 re-elected Rikard Appelgren as chair of the board. Hanne Rønneberg, Tove Raanes, Sverre Hurum, and Tore Sjørnsen were re-elected as directors. The total number of directors is therefore maintained at eight, consisting of five shareholder-elected and three employee-elected directors.

The annual general meeting in 2023 resolved the remuneration for the directors for the period between the annual general meeting in 2023 and the annual general meeting in 2024. There was an increase in the fixed base from NOK 262 000 to NOK 275 000 for directors, and from NOK 524 000 to NOK 550 000 for the chair. For employee-elected directors there was an increase in the fixed base from NOK 131 000 to NOK 138 000. There were also increases in the remuneration for committees.

### 1.4. Key developments in executive remuneration and composition in 2023

The following changes have taken place in the executive management team during 2023:

- On 30 September, EVP Architecture, Kirsten Anker Sørensen retired from the executive team and Kirstin Olsson Augestad was appointed EVP Architecture 1 October. ~~On 28 February, EVP Sales, Lars Opsahl resigned and Thor Ørjan Holt was appointed EVP Sales 1 March.~~
- On 1 October, EVP Region Norway, Leif Olav Bogen was appointed EVP Oslo and Kari Sveva Dowsett joined the executive team and was appointed EVP Region Norway.

The remuneration of executives in 2023 has been governed by the remuneration policy on determination of salary and other remuneration to leading persons (“remuneration policy”) that was approved at the annual general meeting in April 2022

The short-term cash-based incentive (STI) has been based on a financial target and a sustainability target aligned with strategy. Based on the performance in 2023 the board determined that the STI for the executive

team was 60 per cent of the maximum STI (94.33 per cent in 2022) equalling six months' base salary for the CEO and four months' salary for other executives.

### 1.5. Derogations and deviations from the remuneration policy

The remuneration policy states that variable pay targets are set with threshold and maximum levels where potential bonus is calculated linearly from 0 to 100 per cent of maximum payment. For the 2023 variable pay scheme, the board deviated from this providing instead for a 15 per cent payout if the threshold was met. This deviation was in line with Section 4 of the remuneration policy.

## 2. Remuneration of the board of directors

### 2.1. Remuneration policy

Directors' fees are determined by the general meeting based on recommendations from the nomination committee. These recommendations have been based on the board of directors' responsibility, expertise, and the complexity of the business. The company's remuneration policy adopted at the annual general meeting in April 2022 provides the framework for the remuneration of the board of directors (the board) in 2023.

All shareholder elected directors shall purchase shares in Multiconsult for 20 per cent of the total gross directors' fees by the end of the year, subject to certain conditions. The duty is in effect every year a director is re-elected, until the market value of the shares equals the board remuneration for one year. The directors shall maintain such share ownership for the duration of the board period. The duties following this resolution expires following withdrawal by a director. Only employee elected directors may have loans from the company and can participate in the group's share purchase plan for employees.

The directors have not been awarded share options or any other form of incentive-based remuneration for the fiscal year 2023. The directors do not receive performance-based remuneration.

None of the directors have undertaken any special assignments for the group other than their work on the board. Directors are unable to accept such assignments without approval from the board of directors in each case.

All remuneration in 2023 to the board has been in line with the resolution from the general meeting. All shareholder elected directors have shares that have a market value equivalent to the board remuneration for one year or have acquired shares corresponding to 20 per cent of their gross board remuneration.

### Remuneration composition

The remuneration of directors comprises a fixed base fee, as well as additional fixed fees for the chair and members of the board committees.

Multiconsult reimburses reasonable expenses relating to travel to attend board meetings. Employee elected directors can participate in the share purchase plan for all employees.

## 2.2. Board and committee fee level 2023

Amounts are in NOK thousand.

	Board	Audit committee	Remuneration committee	Nomination committee
Chair	550	72	48	48
Director	275	60	35	43
Employee elected director	138	60	35	

## 2.3. Remuneration paid to directors in 2023

Amounts in NOK	Year	Fixed remuneration		Total remuneration <sup>1)</sup>	Loans <sup>2)</sup>	Shares <sup>3)</sup>
Name of director, Position		Board fees	Committee fees			
Rikard Appelgren (Chair, elected by shareholders) <sup>4)</sup>	2023	541 333	0	541 333	-	45 000
	2022	433 333	18 000	451 333	-	35 000
Bård Mikkelsen (Chair, elected by shareholders) <sup>8)</sup>	2023	-	-	-	-	-
	2022	168 000	14 333	182 333	-	-
Hanne Rønneberg, elected by shareholders	2023	270 667	47 000	317 667	-	3 440
	2022	258 667	40 667	299 333	-	2 920
Tove Raanes, elected by shareholders	2023	270 667	70 667	341 333	-	5 313
	2022	258 667	67 000	325 667	-	5 313
Sverre Hurum, elected by shareholders <sup>5)</sup>	2023	270 667	34 333	305 000	-	22 226
	2022	500 667	22 000	522 667	-	22 226
Tore Sjørven, elected by shareholders <sup>6)</sup>	2023	270 667	58 667	329 333	-	915
	2022	426 667	37 333	464 000	-	915
Gunnar Vatnar, elected by employees <sup>7)</sup>	2023	135 667	58 667	194 333	0	900
	2022	129 333	37 333	166 667	27 981	900
Karine Gjersø, elected by employees <sup>7)</sup>	2023	135 667	34 333	170 000	65 241	3 993
	2022	129 333	32 667	162 000	61 312	2 948
Torben Wedervang, elected by employees <sup>7)</sup>	2023	135 667	0	135 667	65 241	6 443
	2022	129 333	18 000	147 333	61 312	5 398
<b>Total 2023</b>		<b>2 031 000</b>	<b>303 667</b>	<b>2 334 667</b>	<b>130 482</b>	<b>77 794</b>
<b>Total 2022</b>		<b>2 434 000</b>	<b>287 333</b>	<b>2 721 333</b>	<b>150 605</b>	<b>75 620</b>

<sup>1)</sup> Total board fees paid in 2023 was NOK 2 335 thousand

<sup>2)</sup> Short-term loans for purchase of shares through to the company's share purchase plan, on the same terms as other employees of the company.

<sup>3)</sup> Shares owned by the directors on 31 December 2023, including shares owned by the close associates.

<sup>4)</sup> Elected as chair of the board at the General meeting 7 April 2022.

<sup>5)</sup> As determined at the general meeting 7 April 2022, he received compensation being a deputy member from 2020-2021.

<sup>6)</sup> As determined at the general meeting 7 April 2022, he received compensation being a deputy member from 2021-2022.

<sup>7)</sup> Elected by employees in April 2021.

<sup>8)</sup> Resigned as chair of the board at General meeting 7 April 2022.

### 3. Remuneration of executive management

#### 3.1. Remuneration Principles

The criteria for remuneration of the executive management team in Multiconsult ASA are stated below:

- The company's remuneration strategy is to offer competitive remuneration
- Remuneration to the executive management shall reflect the responsibilities of the CEO and other members of the executive management in Multiconsult, considering the complexity of the company, growth, and sustainability
- The executive team is covered by the same scheme for total compensation, but the size and weighting of the reward elements will vary

#### 3.2. Executive remuneration benchmark

Salary statistics and comparisons with other companies in the industry and other relevant companies are used to determine the compensation to the executive management. Multiconsult benchmarks the salaries of the executive management with comparable companies at least every other year.

#### 3.3. Remuneration composition

Total remuneration to the executive management team is a combination of fixed elements and variable performance-based bonus. Fixed remuneration consists of base salary, fixed car benefit, fringe benefits, pension, and insurance.

Remuneration	Further information
Base salary	Fixed annual salary which is adjusted annually as of 1 January
Short-term cash-based incentive scheme (STI)	<p>Possible bonus is the maximum number of monthly salaries that can be paid out in the bonus given full goal achievement in relation to the bonus criteria. The bonus criteria consist of pre-agreed performance targets which for CEO are set by the board. The actual bonus pay out is based on the assessment of goal achievement in relation to the bonus criteria. Goal achievement is reviewed by the board before any payment takes place. Multiconsult does not have the possibility to reclaim variable remuneration.</p> <p>The pay-out potential in the bonus scheme is up to a maximum of six months base salary for the CEO and four months for other members of the executive management team. Financial targets and relevant performance measures are approved and evaluated by the board. Out of the earned bonus, 75 per cent of the bonus is paid in cash and 25 per cent by shares at a 30 per cent discount and a three-year lock-in period. If a member of</p>

	<p>the management team leaves the company during the lock-in period, the member must repay the discount pro rata according to accrued and remaining lock-in period.</p> <p>The executive management also has an option to buy additional shares at a 30 per cent discount for the amount equal to 25 per cent of the bonus attained.</p>
Share purchase plan	The executive management team can also take part in the share purchase plan for all employees.
Pension and insurance	<p>The executive management team is included in the same pension (defined contribution) and insurance programmes as other employees in Multiconsult ASA, which are similar to the pension and insurance programme in Multiconsult Norge AS. For Kirsten Anker Sørensen EVP Architecture until 30 September 2023, terms from employer LINK Arkitektur A/S applied.</p> <p>The members of the executive management, who until 2017 were members of the defined benefit plan, are in the same way as other affected employees, partly compensated for entering the defined contribution plan.</p>
Other benefits	Other benefits such as telephone, broadband, newspaper, fixed car allowance, etc. Executives, like other employees, are affiliated with the company's current life and health insurance scheme.
Severance payment	If the CEO must resign, the CEO has the right to receive salary for twelve months, in addition to salary in the six months' notice period. This right is lost if it is found that the CEO has shown gross negligence of duties according to laws. Kirsten Anker Sørensen, EVP Architecture until 30 September 2023, had the right to receive salary for nine months, in addition to salary in the three months' notice period. This right would be lost if it found that she had shown gross negligence of duties according to laws. No other members of the group management are entitled to severance pay and have a six-months' notice period.
Liability insurance	The executives are affiliated with the company's board liability insurance.

### 3.4. Overview of remuneration paid to executive management

The table below displays the total remuneration to the executive management earned in 2023 and 2022 for the period the persons served as member of the executive management.

Amounts in NOK	Year	Fixed remuneration			Variable remuneration <sup>4)</sup>	Pension	Total remuneration	Proportion of fixed and variable remuneration	On 31 December	
		Base salary <sup>1)</sup>	Salary paid <sup>2)</sup>	Other benefits <sup>3)</sup>					Shares <sup>5)</sup>	Loans <sup>6)</sup>
Grethe Bergly, CEO <sup>7)</sup>	2023	3 580 294	4 130 316	116 083	1 074 088	151 026	5 471 514	80%/20%	52 421	171 876
	2022	3 442 590	3 987 935	42 980	1 623 697	132 727	5 787 339	72%/28%	44 392	190 562
Ove B. Haupberg, CFO <sup>11)</sup>	2023	2 180 000	2 204 384	32 481	436 000	149 192	2 822 057	85%/15%	1 957	65 241
	2022	2 100 000	750 000	3 939	220 103	43 872	1 017 914	78%/22%	0	0
Unni Kristiansen, Acting CFO <sup>13)</sup>	2023	-	-	-	-	-	-	-	-	-
	2022	-	541 338	3 676	-	44 084	589 098	100%/0%	-	-
Hans-Jørgen Wibstad, CFO <sup>13)</sup>	2023	-	-	-	-	-	-	-	-	-
	2022	-	1 364 977	5 964	-	54 548	1 425 489	100%/0%	-	-
Kari Nicolaisen, EVP HR and Communications	2023	1 918 000	2 171 264	60 098	383 600	151 192	2 766 154	86%/14%	12 763	84 154
	2022	1 850 000	2 102 220	34 422	581 702	131 867	2 850 211	80%/20%	9 242	123 673
Arne Jorde, Acting COO <sup>8)</sup>	2023	-	1 348 031	4 740	0	58 500	1 411 271	100%/0%	-	-
	2022	2 275 700	568 925	2 664	0	33 393	604 982	100%/0%	0	0
Johan Arntzen, COO <sup>8)</sup>	2023	1 780 000	1 998 706	49 891	356 000	153 770	2 558 367	86%/14%	15 362	56 342
	2022	1 720 000	1 938 169	18 532	540 825	135 327	2 632 853	79%/21%	13 022	58 472
Thor Ørjan Holt, EVP Sales <sup>12)</sup>	2023	1 780 000	1 940 282	45 017	356 000	150 764	2 492 062	86%/14%	3 596	69 463
	2022	1 700 000	1 410 897	14 075	445 447	99 355	1 969 775	77%/23%	663	18 654
Lars Opsahl, EVP Sales <sup>14) 7)</sup>	2023	-	-	-	-	-	-	-	-	-
	2022	-	637 834	9 992	97 998	33 152	778 977	87%/13%	-	-
Kristin Olsson Augestad, EVP Architecture <sup>7) 9)</sup>	2023	2 150 000	2 351 513	53 148	430 000	151 039	2 985 700	86%/14%	18 423	126 163
	2022	1 860 000	2 125 518	33 610	584 846	132 757	2 876 731	80%/20%	14 888	121 451
Leif Olav Bogen, EVP Region Oslo <sup>7) 10)</sup>	2023	2 055 000	2 313 456	56 103	411 000	150 707	2 931 266	86%/14%	16 118	65 241
	2022	1 820 000	2 108 889	33 944	572 269	132 776	2 847 878	80%/20%	12 637	61 312
Geir Juterud, EVP Project Director <sup>7) 15)</sup>	2023	1 880 000	2 150 784	54 073	376 000	150 797	2 731 654	86%/14%	15 305	55 000
	2022	1 790 000	2 072 412	35 626	562 836	132 129	2 803 003	80%/20%	11 866	61 312
Kirsten Anker Sørensen, EVP Architecture <sup>8) 9)</sup>	2023	-	1 845 587	66 808	338 809	158 734	2 409 938	86%/14%	-	-
	2022	1 908 630	2 179 132	53 540	629 581	187 613	3 049 865	79%/21%	2 738	0
Kari Sveva Dowsett, EVP Region Norway <sup>10)</sup>	2023	1 900 000	512 500	10 693	95 000	25 299	643 492	85%/15%	7 301	65 241
	2022	-	-	-	-	-	-	-	-	-
Morten Alstad, Acting EVP Projects <sup>15) 7)</sup>	2023	-	-	-	-	-	-	-	-	-
	2022	-	469 204	10 829	127 267	132 969	740 269	83%/17%	-	0
Hilde Gillebo, EVP Energy <sup>16)</sup>	2023	-	-	-	-	-	-	-	-	-
	2022	-	1 028 884	5 514	295 000	65 347	1 394 745	79%/21%	-	-
<b>Total</b>	<b>2023</b>	<b>19 223 294</b>	<b>22 966 822</b>	<b>549 136</b>	<b>4 256 497</b>	<b>1 451 020</b>	<b>29 223 476</b>		<b>143 246</b>	<b>758 721</b>
<b>Total</b>	<b>2022</b>	<b>20 466 920</b>	<b>23 286 335</b>	<b>309 306</b>	<b>6 281 571</b>	<b>1 491 916</b>	<b>31 369 129</b>		<b>109 448</b>	<b>635 436</b>

<sup>1)</sup> Annual base salary per 31 December 2023.

<sup>2)</sup> Salary is amount paid during the year presented, including holiday pay, car allowance and compensation for entering new pension plan.

<sup>3)</sup> Other benefit includes all other cash and non-cash benefit paid during the year and includes taxable parts of; insurance premiums; discount on shares purchased; company car; housing allowance; per diem allowance; and telecommunication. Salary paid for previous positions within Multiconsult is included where relevant.

<sup>4)</sup> Bonus is bonus earned in the reporting year (excluding holiday pay), and normally paid the subsequent year.



<sup>5)</sup> Shares owned by the members of the executive management as of 31 December 2023, with close associates.

<sup>6)</sup> Short-term loans for purchase of shares through the share purchase plan for all employees and bonus scheme for executive management.

<sup>7)</sup> Bergly, Opsahl, Augestad, Bogen, Juterud and Alstad received compensation for transition from defined benefit pension plan.

Johan Arntzen temporarily stepped down from his position in September 2022 to work a strategic position reporting to the CEO. He returned to his position as COO 1 June 2023. From 26 September 2022 until 31 May 2023, Arne Jorde was acting COO.

<sup>8)</sup> Sørensen received her salary from LINK Arkitektur A/S.

<sup>9)</sup> Sørensen retired from the executive management team 30 September 2023. Augestad was appointed EVP Architecture 1 October 2023.

<sup>10)</sup> Bogen was appointed EVP Region Oslo 1 October 2023. Dowsett was appointed EVP Region Norway 1 October 2023.

<sup>11)</sup> Ove B. Haupberg was appointed CFO 1 September 2022.

<sup>12)</sup> Thor Ørjan Holt was appointed EVP Sales 1 March 2022.

<sup>13)</sup> CFO Hans-Jørgen Wibstad resigned from Multiconsult and had his last day 6 May 2022. Unni Kristiansen was appointed acting CFO in the period from 6 May to 1 September 2022. Ove B. Haupberg was appointed CFO 1 September 2022.

<sup>14)</sup> Lars Opsahl, EVP Sales, resigned from the executive team 28 February 2022. Thor Ørjan Holt was appointed EVP Sales 1 March 2022.

<sup>15)</sup> Geir Juterud temporarily stepped down from his role as EVP Projects in September 2020 to work as Project Director Nye Rikshospitalet. He was still a part of Multiconsults executive management. At that time Alstad was acting EVP Projects. Juterud returned to his position as EVP Projects at the end of March 2022. As of April 2022, Alstad returned to his original position.

<sup>16)</sup> Hilde Gillebo, EVP Energy, resigned from the executive team 30 June 2022.

### 3.5. Variable remuneration

The purpose of the performance-based bonus scheme is to help the executives work actively to achieve strategic goals. Furthermore, it is a suitable tool for sending clear signals to the executives about which goals the company's board prioritises. The bonus scheme reward management for achieving these priority goals. The performance targets can be a combination of quantitative and discretionary targets. Operating margin has been and is a key profit target in the current period. This reflects the company's and the board's focus on sustained profitability as the most important strategic goal.

The annual bonus targets are predetermined by the board of directors. Targets are set with threshold and maximum levels. Goal achievements is reviewed by the board of directors before pay-out. The bonus target for 2023 was partly met resulting in a 60 per cent pay-out for the executive team.

	Description of the criteria related to the remuneration component	Relative weighing of the performance criteria	Remuneration outcome
2023	Profitability - EBITA % of net revenues	45%	60%
	Profitability - EBITA of net revenues	40%	
	Grading on ESG reporting from the Governance Group	15%	
2022	Profitability - EBITA % of net revenues	85%	94.33%
	Grading on ESG reporting from the Governance Group	15%	
2021	Profitability - EBIT % of net revenues	100%	100%
2020	Profitability - EBIT % of net revenues	100%	100%

## 4. Remuneration and Company Performance 2018-2023

### 4.1. Board remuneration 2018-2023

A summary of the development of the Board remuneration in the five-year period 2018–2023 is provided in the table below.

Amounts in NOK	Election year	2018	2019	2020	2021	2022	2023
<b>Rikard Appelgren, elected by shareholders</b>	2018	157 000	298 667	304 000	305 333	451 333	541 333
% change		-	90%	2%	0%	48%	20%
% change annualised*		-	27%	-	-	-	-
<b>Hanne Rønneberg, elected by shareholders</b>	2018	157 000	261 000	273 000	280 333	299 334	317 667
% change		-	66%	5%	3%	7%	6%
% change annualised*		-	11%	-	-	-	
<b>Tove Raanes, elected by shareholders</b>	2020	-	-	196 000	309 333	325 667	341 333
% change					58%	5%	5%
% change annualised*					5%	-	
<b>Sverre Hurum, elected by shareholders <sup>1)</sup></b>	2021	-	-	-	168 000	522 667	305 000
% change					-	211%	(42%)
% change annualised*					-	107%	
<b>Tore Sjørusen, elected by shareholders <sup>2)</sup></b>	2022	-	-	-	-	464 000	329 333
% change						-	(29%)
% change annualised*						-	
<b>Gunnar Vatnar, elected by employees</b>	2021	-	-	-	84 000	166 666	194 333
% change					-	98%	17%
% change annualised*					-	32%	
<b>Karine Gjersø, elected by employees</b>	2021	-	-	-	105 333	162 000	170 000
% change					-	54%	5%
% change annualised*					-	3%	
<b>Torben Wedervang, elected by employees</b>	2021	-	-	-	120 000	147 333	135 667
% change					-	23%	(8%)
% change annualised*					-	(18%)	

% change in annualised remuneration is calculated as the difference between i. actual remuneration in the calendar year in which the appointment/retirement occurred pro-rata adjusted for period of service to express remuneration for 12 months of membership and ii. actual remuneration in the following year (in case of appointments) or the preceding year (in case of retirements). Changes in roles, responsibilities, committee memberships, base fee levels, travel activity, etc. are not adjusted for.

<sup>1)</sup> As determined at the general meeting 7 April 2022, in 2022 he received compensation being a deputy member from 2020-2021.

<sup>2)</sup> As determined at the general meeting 7 April 2022, in 2022 he received compensation being a deputy member from 2021-2022.

## 4.2. Executive remuneration and company performance 2018-2023

The table below includes the annual changes in the company's performance and in the average remuneration of the company's employees during 2018 to 2023.

Amounts in NOK	Appointment year	2018	2019	2020	2021	2022	2023
Grethe Bergly, CEO <sup>1)</sup>	2015	1 613 645	3 356 174	5 305 190	5 620 822	5 787 339	5 471 514
% change		(25 %)	108 %	58 %	6 %	3 %	(5.5 %)
% change annualised*		-	-	-	-	-	
Ove B. Haupberg, CFO	2022	-	-	-	-	1 017 914	2 822 057
% change						-	177.2 %
% change annualised*						-	(7.6 %)
Kari Nicolaisen, EVP HR and Communications	2019	-	1 512 380	2 549 514	2 738 152	2 850 211	2 766 154
% change			-	69 %	7 %	4.1 %	(2.9 %)
% change annualised*			-	26 %	-	-	-
Johan Arntzen, COO	2018	555 186	1 729 584	2 427 230	2 569 072	2 632 853	2 558 367
% change		-	212 %	40 %	6 %	2.5 %	(2.8 %)
% change annualised*		-	4 %	-	-	-	-
Kristin Olsson Augestad, EVP Architecture <sup>2)</sup>	2019	-	1 877 906	2 533 469	2 684 768	2 876 731	2 985 700
% change			-	35 %	6 %	7.2 %	3.8 %
% change annualised*			-		-	-	-
Leif Olav Bogen, EVP Region Oslo <sup>2)</sup>	2019	-	1 945 333	2 557 347	2 706 839	2 847 878	2 931 266
% change			-	31 %	6 %	5.2 %	2.9 %
% change annualised*			-		-		-
Geir Juterud, EVP Projects <sup>2)</sup>	2019	-	1 789 617	2 525 642	2 697 917	2 803 003	2 731 654
% change			-	41 %	7 %	3.9 %	(2.5 %)
% change annualised*			-		-	-	-
Kirsten Anker Sørensen, EVP Architecture <sup>2)</sup>	2019	-	1 854 816	2 882 647	2 868 933	3 049 865	2 409 938
% change			-	55 %	0 %	6.3 %	(21.0 %)
% change annualised*			-	-	-	-	5.4 %
Arne Jorde, Acting COO <sup>3)</sup>	2022	-	-	-	-	604 982	1 046 459
% change						-	73 %
% change annualised*						-	3.8 %
Thor Ørjan Holt, EVP Sales	2022	-	-	-	-	1 969 775	2 492 062
% change						-	26.5 %
% change annualised*						-	5.4 %
Kari Sveva Dowsett, EVP Region Norway	2023	-	-	-	-	-	658 439
% change							-
% change annualised*							-
<b>Company performance</b>							
EBIT %		3 %	3.1 %	10.1 %	9.2 %	9.6 %	8.5 %
<b>Average remuneration increase on a full-time equivalent basis of employees</b>							
Multiconsult ASA (except members of the executive) and Multiconsult Norge AS		3.2 %	3.1 %	2.5 %	4.1 %	6.4 %	5.5 %

\* % Change in annualised pay is calculated as the difference between estimated pay for full 12 months service in the calendar year in which the appointment/retirement occurred and the actual pay of the following calendar year (in case of appointments) or the preceding year (in case of retirements). Changes in roles, responsibilities, travel activity, etc. are not adjusted for.

<sup>1)</sup> Grethe Bergly was EVP Greater Oslo Area from 2015-2018. She resigned from Multiconsult group management 30 September 2018. In accordance with the severance pay agreement between Bergly and Multiconsult, Bergly was entitled to retain base salary until 31 March 2019. Grethe Bergly was appointed CEO March 2019.

<sup>2)</sup> Salary paid for previous positions within Multiconsult is included.

<sup>3)</sup> Compensation paid in 2023 does not include holiday pay as these individuals left the executive management team before their salaries were deducted for holiday. This approach has been chosen to allow for a more accurate comparison from one year to another.

## The board of directors

Multiconsult ASA

Oslo, 13 March 2024



Rikard Appelgren

Chair of the board



Hanne Rønneberg

Director



Tove Raanes

Director



Tore Sjørn

Director



Sverre Hurum

Director



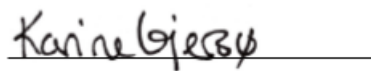
Gunnar Vatnar

Director



Torben Wedervang

Director



Karine Gjersø

Director