



PROXY/WRITTEN VOTE (VOTING BY CORRESPONDENCE)

for use at the annual general meeting of Brødrene A & O Johansen A/S
on Friday 19th March 2021 at 1.00 pm.

I/we authorise by proxy/submit written vote(s) as specified below:

Please check boxes A), B), C) or D).

A) ☐ Proxy is granted to the following third party: _____

Name and address of proxy holder
(please use capital letters)

or

B) ☐ Proxy is granted to the Board of Directors (with a right of substitution) to vote in accordance with the Board of Directors' recommendations as stated below.

or

C) ☐ Proxy is granted to the Board of Directors (with a right of substitution) to vote as specified below. Please check the boxes "FOR", "AGAINST" or "ABSTAIN" below.

or

D) ☐ Written vote(s) (voting by correspondence) is/are cast as stated below. Please check the boxes "FOR", "AGAINST" or "ABSTAIN" below. Please note that written votes cannot be revoked.

AGENDA (the full agenda is set out in the convening notice)	FOR	AGAINST	ABSTAIN	RECOMMENDATION OF THE BOARD OF DIRECTORS
1. The Board of Directors' report on the Company's activities in 2020				
2. Approval of the Annual Report for 2020				FOR
3. Distribution of profits in accordance with the approved Annual Report				FOR
4. Advisory vote on the Remuneration Report for 2020				FOR
5. Approval of the remuneration of the Board of Directors for 2021				FOR
6. Election of members to the Board of Directors				
a) Re-election of Henning Dyremose				FOR
b) Re-election of Michael Kjær				FOR
c) Re-election of Erik Holm				FOR
d) Re-election of Preben Damgaard Nielsen				FOR
e) Re-election of Niels A. Johansen				FOR
7. Election of PwC Statsautoriseret Revisionspartnerselskab				FOR
8. Proposals from the Board of Directors				
8.1. Alterations of the Articles of Association:				
a) Article 7, paragraph 3: Attendance at general meeting				FOR
b) Article 11, paragraph 1: Possibility of holding a completely electronic general meeting				FOR
8.2 Authorisation to acquire own shares				FOR

8.3. Authorisation of the chairman of the meeting				FOR
9. Any other business				

If the form is only dated and signed it will be considered a proxy to the Board of Directors to vote in accordance with the recommendations of the Board of Directors as set out above.

A proxy applies to all items discussed at the general meeting. In the event new proposals are submitted, including any amendments to proposals, or in the event of proposals for new candidates to the Board of Directors who are not on the agenda, the proxy holder will vote on your behalf according to his/her best belief. Written votes (voting by correspondence) will be taken into account if the new proposal is substantially the same as the original.

A proxy/written vote is valid for shares held by the undersigned on the record date, Friday 12th March 2021, calculated on the basis of entries in the shareholders' register and any notice of ownership received by the company for the purpose of registration in the shareholders' register.

Date: _____

VP reference: _____

Shareholder's name: _____

Signature: _____

The dated and signed form must be received by Brødrene A & O Johansen A/S no later than 11:59 pm on Monday 15th March 2021. However, if the form is used to submit written vote(s) (voting by correspondence), the form must be received by the company no later than 3 pm on Thursday 18th March 2021. The form must be returned by email to IR@ao.dk or electronically through the investor portal on www.ao.dk.