



Appendix 1 – Better Collective establishes 2023 Long Term Incentive Plan for key employees in the Better Collective group

The performance share units (“PSUs”) and share options granted in 2023 will vest based on performance vs. KPIs. The KPIs are based on the aggregated revenue and EBITDA at group level for the years 2023-2025. Subject to the individual participant’s continued employment and achievement of KPIs, a certain amount of PSUs and share options will vest following the Board’s approval of the 2025 audited annual accounts in February 2026. Depending on Better Collective’s performance on the KPIs in the performance period, the number of PSUs vesting may vary linearly between 0-200 % of the number of PSUs and share options originally granted.

Upon completion of vesting and assuming continued employment in the Better Collective group each of the vested PSUs will be converted into one share in Better Collective A/S of a nominal value of EUR 0.01 against no consideration or settled in cash, net of tax, in the sole discretion of Better Collective A/S.

Subject to the individual participant’s continued employment, the share options granted in 2023 will vest and become exercisable following the Board’s approval of the 2025 audited annual accounts in February 2026. Each share option granted to the participants will hold the right to purchase one share in Better Collective A/S of a nominal value of EUR 0.01 against payment of an exercise price equal to the closing share price of Better Collective’s shares as traded on Nasdaq Stockholm on January 2, 2023 (SEK 130.7) or - in the sole discretion of Better Collective A/S - to be settled in cash, net of tax.

The participants may exercise share options by providing an exercise notice in exercise windows opening in the period from the first day after the vesting date and ending on the second anniversary of the vesting date (subject to customary exceptions for possession of inside information, etc.).

Other terms of the LTI

The grant of PSUs and share options to each of the participants is subject to an individual agreement which, inter alia, has customary provisions on lapse of unvested instruments in case of cessation of the participant’s employment in the Better Collective group, clawback, etc.

The gross fair market value for a single grant of PSUs and the gross gain realised from the exercise of stock options is together capped at an absolute value. With the purpose of attraction or retention additional PSUs or share options can be allotted as an extraordinary grant to individual participants or new hires.

In case of exceptional and non-recurring events which may affect the value of Better Collective A/S, the Board has a discretionary right to adjust the exercise price and/or the number of granted Share Options or PSUs to the participant. Such adjustment(s) may be made if the Board determines it to be appropriate to avoid that the value creation to the participant is affected by events unrelated to the ordinary business of the Better Collective, or that the participant receives an unintended proportion of the value creation in Better Collective A/S. Holders of PSUs or share options will have no shareholder rights until delivery of shares to the participants following vesting or exercise of share options has occurred.