

APPENDIX 1

Anne Louise Eberhard

Independent

Nationality: Danish

Born: 1963

Gender: Female



Management positions in other companies

- Chairman of the board of directors of Finansiell Stabilitet SOV
- Chairman of the board of directors of the Danish UNICEF Foundation
- Deputy chairman of the board of directors and chairman of the finance, risk and audit committee of Bavarian Nordic A/S
- Board member and chairman of the audit-, risk- and ESG reporting committee at FLSmidth & Co. A/S
- Board member of VL 52 ApS
- Executive Officer of EA Advice ApS
- Member of the Advisory Board at Center for Strategic CSR
- Faculty member at Copenhagen Business School (CBS Executive Board Education programmes)

Competences

Strategy and business development
Economics and accounting
Commercial excellence
Finance and capital markets
Risk management
Governance
ESG
Digitalisation
Change management

Background

2023-2024: Board member of Simcorp A/S

2021-2023: Board member of Oterra A/S and group companies

2019-2022: Board member and member of the audit committee of Topdanmark A/S

2016-2018: Chief Commercial Officer at Intrum Justitia AB and Lindorff AS

2015-2017: Board member and member of the risk and audit committee of Sampension

Livsforsikring A/S

2015-2017: Board member of Solix Group AB

1984-2014: Senior Executive Vice President and Global Head of Corporate & Institutional Banking, Danske Bank A/S

Education

2021: ESG Certificate, Competent Boards, Toronto

2014: Leadership and Board Programmes at Harvard, INSEAD and Copenhagen Business School

1999: Master of Laws, University of Copenhagen

1992: Graduate Diploma in Business Administration, IT & Management Accounting, Copenhagen Business School

Lars Sandahl Sørensen

Independent

Nationality: Danish

Born: 1963

Gender: Male

Member of the board of directors since: 2021

**Management positions in other companies**

- Chief Executive Officer of the Confederation of Danish Industry (DI)
- Board member of Pandora A/S
- Board member of PensionDanmark Pensionsforsikringsaktieselskab
- Chairman of the board of directors of A/S af 3. juni 1986

Competences

Management of global businesses

Strategic partnerships

Labour market conditions

International experience

Aviation industry

Business organisation and advocacy

Facility services and -operations

Tourism

Background

2018-2019: Group Deputy Chief Executive Officer & Chief Operating Officer at Scandinavian Airlines System (SAS)

2015-2019: Group Chief Operating Officer, Executive Vice President & Accountable Manager at Scandinavian Airlines System (SAS)

2013-2015: Partner at Flensby & Partners (AIMS International)

2012-2015: Senior adviser and partner in selected private equity funds

2010-2012: Group Chief Commercial Officer & Group Senior Vice President at ISS World A/S

2009-2010: Group Senior Vice President at Scandinavian Airlines System (SAS)

2003-2009: CEO, CCO, Area General Manager at Scandinavian Airlines International

1996-2003: Chief Executive Officer at Visit Denmark

1993-1995: Executive Officer of Scandinavian Promotion, Japan

1990-1993: Senior consultant at the Confederation of Danish Industry (DI)

1987-1990: Employed at the Ministry of Foreign Affairs

Education

Economics & Management, Kansai Gaidai University, Stanford University and St. Cloud University

Birgit Otto Independent  Nationality: Dutch Born: 1963 Gender: Female Management positions in other companies • Board member of EVOS BV and member of the remuneration and appointments committee • Board member of Transavia Airlines BV and chairman of the audit committee • Board member of Royal IHC Merwede and chairman of the nomination and remuneration committee • Board member of Steinweg (Handelsveem Beheer B.V.) • Board member of Coöperatie Royal Flora Holland U.A. and member of the audit committee and the digitalization committee • Board member of the Dutch Federation of Professional Soccer Organisations • Board member of Stichting Kinderen Kankervrij (KiKa) Competences Aviation industry Change management Strategic partnerships Commercial strategy (B2B and B2C) Business development Logistics Digital transformation Safety management	Background 2023: COO ad interim at ProRail B.V. 2014-2022: Executive Vice President & COO/CCO at Royal Schiphol Group N.V. 2012-2014: Director Airport Operations at Royal Schiphol Group N.V. 2008-2011: Director Asset Management and Design & Review at Royal Schiphol Group N.V. 2003-2007: Senior Manager Passenger Services at Royal Schiphol Group N.V. 2001-2002: Senior Manager Operational Service at Royal Schiphol Group N.V. 1989-2001: Koninklijke Nedlloyd N.V. / Deutsche Post AG (DHL) 1997-2001: Regional Director at Van Gend & Loos Education 1983-1988: Master of Business Administration at University of Groningen 1982-1983: Environmental Sciences at Agricultural University of Wageningen
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Anne Skovbro

Independent

Nationality: Danish
Born: 1969
Gender: Female



Management positions in other companies

- Chief Executive Officer of CPH City and Port Development (Udviklingselskabet By & Havn I/S)
- Deputy chairman of the board of directors of DI Ejendom
- Board member of BRF Fonden and BRF Holding A/S
- Member of the advisory board of CIP Foundation
- Member of the Danish National Museum's Council

Competences

Urban development and port operations
Business strategy and business development
Large infrastructure projects and investments
Risk management
ESG and sustainability
Group governance and -reporting
Commercial operation of project companies

Background

2015-2018: Chief Philanthropy Officer (CPO) at Realdania

2010-2015: Executive Officer in the Finance Administration, City of Copenhagen

2012-2013: Acting Chief Executive Officer in the Health and Care Administration, City of Copenhagen

2007-2010: Head of Planning of the Center for Urban Development, the Finance Administration, City of Copenhagen

2006-2007: Team Leader in the Centre for Urban Development, the Finance Administration, City of Copenhagen

2005-2006: Project Manager in the Danish Ministry of Environment

2003-2005: Project Manager in the Finance Administration, City of Copenhagen

2002-2003: Project Manager in the National Planning Department, Danish Ministry of Environment

2000-2002: Researcher, Forest and Landscape Research Centre, Danish Ministry of Environment

Education

2016: IMD Board Training

2001: Ph.D., Institute of Architecture and Design, Aalborg University

1995: Master of Engineering (Civil Engineering), Institute of Development and Planning, Aalborg University

Henrik Dam Kristensen

Independent

Nationality: Danish

Born: 1957

Gender: Male

**Management positions in other companies**

- Board member of the Danish State Subsurface Resource Company (Nordsøfonden)
- Board member of OMT Group A/S
- Board member of The Danish Business Think Tank (Erhvervslivets Tænketaank)
- Board member of Campus Grindsted
- Chairman of InterForce (organization under the Danish Defence Command)

Competences

Parliamentary leadership

Political strategy and negotiation

Public administration

Transport policy

Employment policy

Nordic and international cooperation

EU policy

Legislative processes

Budgeting and public finance

Background

2019-2022: Chairman of the Danish National Parliament

2016-2022: Member of the Presidium of the Danish National Parliament

2016: President of the Nordic Council

2015-2019: Chairman of the Danish delegation to the Nordic Council

2014-2015: Minister for Employment

2011-2013: Minister for Transport

2011: President of the Nordic Council

2009-2011: Chairman of the Danish delegation to the Nordic Council

2007-2022: Member of the Danish National Parliament

2004-2006: Member of the European Parliament

2000-2001: Minister for Social Affairs

1996-2000: Minister for Food

1994-1996: Minister for Agriculture and Fisheries

1990-2004: Member of the Danish National Parliament

Michael Holm Independent Nationality: Danish Born: 1957 Gender: Male  Management positions in other companies • Chairman of the board of directors of Systematic A/S • Board member in Fonden Aarhus Håndbold • Board member in EnergiNet • Board member of Købmand Herman Sallings Fond • Board member of AVK Holding A/S • Board member of CubedIn A/S • Board member of XailGuard A/S • Board member of the Danish Academy of Technical Sciences (ATV) Competences Digitalisation and IT systems Security and emergency preparedness Infrastructure Digital transformation and innovation Strategy and business development Leadership Governance Geopolitics	Background 1985-2023: Founder and CEO, Systematic A/S 2021-2025: Board member, Confederation of Danish Industry (DI) 2020-2024: Deputy chairman of the board of directors, Jyllands-Postens Fond 2019-2025: Investor and board member, Copenhagen Optimisation ApS 2018-2022: Board member, Web2Media ApS 2012-2024: Board member, DI Digital 2012-2014: Board member, Danish High Technology Foundation 1999-2018: Board member, Alexandra Instituttet A/S 1996-2012: Chairman of the Board, IT Council Central Denmark Region 1992-2023: Board member, DI Defence and Security Education 2008: The Wharton School 2006: IMD 1984-1988: Computer Science, Aarhus University
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