

Appendix 3: Background information on members of the Board of Directors

Candidates proposed for election

<p>Jørgen Kjær Jacobsen, CEO</p> <ul style="list-style-type: none"> • Chairman • Member of the Governance-, Nomination- and Remuneration Committee, the Audit Committee and the Innovation and Product Development Committee • Joined the Board of Directors in 2014 • Born in 1952 • Independent member <p>Education:</p> <ul style="list-style-type: none"> • Graduate diploma – HD (A), 1979 • BSc Business Administration, 1975 • Bestyrelsesakademiet (BoD Academy), Københavns Universitet, 2014 <p>Other executive functions:</p> <ul style="list-style-type: none"> • Gabriel Holding A/S (C) • Raskier A/S (D) og (B) • Raskier Ejendomme APS (D) og (B) <p>Specialised skills: Education in business economics and senior management experience from listed companies and board experience from listed companies and commercial foundations.</p>	<p>Randi Toftlund Pedersen, Group Senior Vice President Corporate Finance</p> <ul style="list-style-type: none"> • Member of the Board of Directors • Chairman of the Audit Committee • Joined the Board of Directors in 2016 • Born in 1963 • Independent member <p>Education:</p> <ul style="list-style-type: none"> • INSEAD and IMD management modules in the period 2004-2013 • State Authorized Public Accountant, 1993 • Cand. Merc. Aud, 1990 <p>Other executive functions:</p> <ul style="list-style-type: none"> • Salling Group A/S, Group Senior Vice President Corporate Finance • Salling Group Ejendomme A/S (B) • Salling Group Forsikring A/S (B) • Glunz & Jensen Holding A/S (DC) • Gabriel Holding A/S (B) • Ejendomsselskabet Olav de Linde A/S (B) <p>Specialised skills: Management experience from listed and global companies, within accounting and finance, as well as board experience from listed companies.</p>
<p>Ole Lønsmann Andersen, Corporate adviser</p> <ul style="list-style-type: none"> • Deputy Chairman • Chairman of the Governance-, Nomination- and Remuneration Committee • Joined the Board of Directors in 2018 • Born in 1959 • Dependent member <p>Education:</p> <ul style="list-style-type: none"> • Financial sector training, 1981- <p>Other executive functions:</p> <ul style="list-style-type: none"> • None <p>Specialised skills: Financial sector experience including advisory services and providing financial solutions to businesses.</p>	<p>Group CEO Mikael Staal Axelsen</p> <ul style="list-style-type: none"> • Born in 1965 <p>Education:</p> <ul style="list-style-type: none"> • Machinist, 1986 • Master of Science, Mechanics of Materials, 1992 • Ph.D. Mechanics of Materials, 1995 • IMD and Mannaz management modules <p>Other executive functions:</p> <ul style="list-style-type: none"> • Fibertex Personal Care, Group CEO • Hosta Industries (C) • EDANA (Nonwovens industry association) (C) <p>Specialised skills: Management skills, strategy development, manufacturing and product development.</p>

(C) = Chairman, (DC) = Deputy Chairman, (B) = Board member and (D) = Director