

Board evaluation 2025

Evaluation of the performance of the Executive Management and the Board of Directors

The Board of Directors assesses the work and results of the Executive Management on an ongoing basis as an integrated and natural part of their regular meetings.

Board evaluation of the Executive Management

In the beginning of every year, the Board establishes performance plans with specific KPIs for each member of the Executive Management. The Board assesses the performance of the Executive Management and its execution of the agreed KPIs on an ongoing basis during the year and formally at the end of the year.

The Board also evaluates on an ongoing basis the structure and composition of the Executive Management in light of competencies; general performance beyond the objectives of the performance plans; drive; motivational impact on the organization and execution of the company's strategy.

At the year-end assessment of the Executive Management, the Chair of the Board conducts individual performance evaluation meetings with each member of the Executive Management. In addition, the work of the Executive Management is also assessed as an integrated part of the Board's own annual self-evaluation, ensuring that the Executive Management's work is carefully evaluated.

The Board evaluation

The Board of Directors has – since 2009 - conducted an annual self-evaluation of its work through which the Board can track its own performance, strengths, and development areas over time and,

consequently, the Board has been able to continuously improve its work and procedures.

In 2023, due to the many changes in the composition of the Board of Directors and Executive Management, the Board decided to perform its annual self-evaluation as a more comprehensive Board evaluation with the assistance of a professional external advisor. By involving external assistance, the Board wished to ensure an objective “outside-in” view on the Board. This is also consistent with the recommendations of the Danish Committee on Corporate Governance which provide that companies should conduct an external, objective evaluation at least every three years. The 2025 evaluation was conducted with the assistance of the same external partner to ensure continuity and high quality in the assessment process.

Purpose of the Board evaluation

The evaluation took place in Q3 and Q4, 2025, and – in line with previous years – the overall purpose of the process was to secure a continued high level of professionalism in the Board and to secure a solid corporate governance set-up and contribution to the continued success of the company. The purpose was to also ensure that the Board and its committees continue to have the right composition and that adequate expertise is represented.

Assessment of overboarding

The Board has also considered the number of other management positions that each Board and Executive member hold to determine and assess potential overboarding issues.

The company is aligned with the concept of avoiding overboarding and carefully considers the workload and other requirements that potential other management positions or other demanding organizational assignments may impose on each individual member of the Board or

Executive Management. At the time of the Board evaluation in 2025, none of the Board members were overboarded.

The evaluation process

The evaluation in 2025 was based on input from all Board members and seven executives and was structured around *inter alia* the following topics in accordance with the Recommendations on Corporate Governance:

- the composition of the Board with focus on competencies and diversity;
- the contribution and results of the Board as a team and individually for each Board member;
- the cooperation on the Board and between the Board and the Executive Management;
- the Chair's leadership of the Board;
- the Board committee structure and the work in the committees;
- the organization of the work of the Board and the quality of the material provided to the Board; and
- the Board members' preparation for and active participation in the Board meetings.

The evaluation consisted of an online questionnaire. The results of the Board evaluation, including practical recommendations, were discussed at a Board meeting in December 2025.

Review of the Board evaluation

The Board self-evaluation questionnaire was answered by all participants. The survey questionnaire also offered the participants the option to provide additional commentary on an anonymous basis.

After the survey had been conducted, a debrief meeting with conclusions and recommendations was facilitated by the external consultant. Conclusions and recommendations of the Board evaluation were discussed by the Board in a Board meeting.

The Chair of the Board is responsible for providing an update to the Annual General Meeting on the procedure and general conclusions of the Board evaluation.

Conclusions of the 2025 Board evaluation

In line with last year's results, it was concluded that the Board has a good working relationship and a constructive dialogue with the CEO and management and are empowered to express their thoughts and opinions; Board meetings are conducted in a manner that ensures open, relevant discussions and meaningful participation. The Chair sets the style and tone of the Board to promote open, honest, and constructive debate and the relationship between the Chair and the Executive Management is effective. The board members prepare in advance of meetings based on the materials distributed to them and the Chair encourages active engagement by all board members.

The Board has diverse experiences, personal styles, cultural backgrounds, and a good gender balance. The Chair is seen as an inclusive and seasoned professional, well trusted by the management and with a sincere ambition to do what is right.

The Board achieved its highest scores in committee effectiveness and cooperation with CEO/executive team and respondents highlighted constructive dialogue, well-prepared committee work, and an open, collaborative, and respectful tone in the boardroom.

As part of the general evaluation conclusions, the external advisor provided a number of recommended focus areas, which the Board intends to take into consideration going forward.

Succession planning was identified as an improvement area, which requires that the Board establishes clearer succession processes with more depth and increased Board visibility into talent pipelines.

Another identified development area was strategy implementation. Although strategy processes are solid, implementation is becoming more complex due to a rapidly changing global landscape, and an increased internal strategic focus on the Group necessitates rebalancing of the depth in strategy implementation across the Group's divisions.

Finally, the Board identified a development opportunity to create a clearer view on how the Board should or could relate to stakeholders.