

APPENDIX 1

<p>Lars Sandahl Sørensen Independent</p>  <p>Nationality: Danish Born: 1963 Gender: Male Deputy chairman of the board of directors since: 2025 Member of the board of directors since: 2021</p> <p>Management positions in other companies</p> <ul style="list-style-type: none"> • Chief Executive Officer of the Confederation of Danish Industry (DI) • Board member of Pandora A/S • Vice chairman of PensionDanmark Pensionsforsikringsaktieselskab • Chairman of the board of directors of A/S af 3. juni 1986 <p>Competences Management of global businesses Strategic partnerships Labour market conditions International experience Aviation industry Business organisation and advocacy Facility services and -operations Tourism</p>	<p>Background</p> <p>2018-2019: Group Deputy Chief Executive Officer & Chief Operating Officer at Scandinavian Airlines System (SAS)</p> <p>2015-2019: Group Chief Operating Officer, Executive Vice President & Accountable Manager at Scandinavian Airlines System (SAS)</p> <p>2013-2015: Partner at Flensby & Partners (AIMS International)</p> <p>2012-2015: Senior adviser and partner in selected private equity funds</p> <p>2010-2012: Group Chief Commercial Officer & Group Senior Vice President at ISS World A/S</p> <p>2009-2010: Group Senior Vice President at Scandinavian Airlines System (SAS)</p> <p>2003-2009: CEO, CCO, Area General Manager at Scandinavian Airlines International</p> <p>1996-2003: Chief Executive Officer at Visit Denmark</p> <p>1993-1995: Managing Director of Scandinavian Promotion, Japan</p> <p>1990-1993: Senior consultant at the Confederation of Danish Industry (DI)</p> <p>1987-1990: Employed at the Ministry of Foreign Affairs</p> <p>Education</p> <p>University studies in business administration and economics, followed by executive leadership programs at Stanford and INSEAD.</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Anne Louise Eberhard

Independent



Nationality: Danish
Born: 1963
Gender: Female
Deputy chairman of the board of directors since: 2025

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
- 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 FLSmith & 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

Anne Skovbro

Independent



Nationality: Danish
Born: 1969
Gender: Female
Member of the board of directors since: 2025

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
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

Member of the board of directors since: 2025



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 Tænketank)
- Board member of Grindsted Gymnasium og Erhvervsskole
- Chairman of InterForce (organization under the Danish Defence Command)
- Board member of Opholdsstedet Vand og By (residential care facility)

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

Member of the board of directors since: 2025



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

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

Birgit Otto

Independent



Nationality: Dutch

Born: 1963

Gender: Female

Member of the board of directors since: 2025

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

Claus Jensen

Independent

Nationality: Danish
Born: 1964
Gender: Male



Management positions in other companies

- Union President in The Danish Metalworkers' Union
- Chairman of CO-industri (The Central Organisation of Industrial Employees in Denmark)
- Chairman of Industriansatte i Norden (Nordic IN)
- Chairman of Sydporten P/S
- Chairman of AlsFynForbindelsen (The Als-Funen Bridge)
- Deputy chairman of IndustriAll (EU Trade Union)
- Deputy chairman of AL Sydbank
- Board member of Øresundsbro Konsortiet I/S
- Board member of Odense Havn A/S
- Board member of Sund & Bælt A/S
- Board member of A/S A-Pressen
- Board member of Industriens Pensionsforsikring A/S
- Board member of Think Tank Europa
- Board member of the Economic Council of the Labour Movement
- Board member of AKF (The Danish Cooperative Financing Fund of the Labour Movement)
- Member of the Danish Trade Union Confederation
- Member of the Board of Representatives of ATP (Danish Labour Market Supplementary Pension)
- Member of the Danish Economic Council
- Member of the Green Business Forum
- Member of the Danish Board of Business Development
- Member of the Board of Directors of Danmarks Nationalbank (The National Bank of Denmark)
- Member of CPH Advisory Committee

Competences

Leadership
Labour market conditions
Workplace environment
Societal awareness
Infrastructure
Financial companies

Background

2012-: Union President in the Danish Metalworkers' Union
2008-2012: Deputy chairman in the Danish Metalworkers' Union
2007-2008: Union Secretary of the Collective Bargaining Secretariat in the Danish Metalworkers' Union
2004-2007: Union Secretary of the Organisational Secretariat in the Danish Metalworkers' Union
2003-2004: Trade Union Officer in the Danish Metalworkers' Union
1990-2003: Plate and structural steelworker and Joint Union Representative at Lindø Shipyard/Odense Steel Shipyard