



## *Karsten Dybvad*

CHAIRMAN

ELECTED BY THE GENERAL MEETING

|                          |  |
|--------------------------|--|
| Born                     | 5 November 1956  |
| Nationality              | Danish   |
| Joined the Board         | 7 December 2018, independent<br>Appointed chairman 7 December 2018   |
| Most recently re-elected | 2019<br>2020   |
| Term expiration          |  |
| Committees               | Remuneration Committee (chairman)<br>Conduct & Compliance Committee (chairman)<br>Nomination Committee (member)<br>Risk Committee (member) |

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### Competencies

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Broad experience with community and authority relationships, financial and regulatory competencies with extensive knowledge about the framework conditions of financial institutions

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Broad experience with board work both as member and chairman in various lines of business, mainly in the public sector

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### Former employment

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| 2010-2018 | Director General and CEO, Confederation of Danish Industry            |
| 2005-2010 | Prime Minister's Office - Permanent Secretary                         |
| 2001-2005 | Danish Ministry of Finance - Permanent Secretary                      |
| 2000-2001 | Danish Ministry of Transport - Permanent Secretary                    |
| 1998-2000 | Agency for Financial Management and Administrative Affairs - Director |
| 1997-1998 | MP Pension - CEO  |
| 1995-1997 | Prime Minister's Office - Permanent Under-Secretary of State          |
| 1994-1995 | Prime Minister's Office - Head of Division                            |
| 1993-1994 | Danish Ministry of Finance, Budget Department - Head of Division      |

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| 1992-1993 | Bikuben Pension - Vice Manager                                 |
| 1990-1992 | Bikuben Pension - Head of Division                             |
| 1987-1990 | The Danish Confederation of Trade Unions - Economist           |
| 1985-1986 | The Danish Economic Council of the Labour Movement - Economist |

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### **Formal training**

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1985 MSc in Economics, University of Copenhagen

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### **Directorships and other offices**

*Private-sector directorships:*