



Curriculum Vitae

Jacob Dahl

Elected by the general meeting

Born:	February 1964
Nationality:	Danish
Gender:	Male
Joined the Board:	17 March 2022, independent
Most recently re-elected:	2026
Term expires in:	2027
Committees:	Remuneration Committee (chairman) Risk and Compliance Committee (member)



Competencies

- Extensive experience with international business and deep knowledge of related issues and market practices in the Nordic countries
- Global experience with multiple areas of banking and proven track record with managing strategy processes and implementing financial strategies within the banking industry
- Profound knowledge of IT systems and business processes, including understanding of risks pertaining to new technology, data and information and cyber security
- Extensive experience with and proven ability to navigate complex stakeholder environments
- Understanding of the risks, concentrations and dependencies related to the business model and of alternative/disruptive business models

Former employment

2017 - 2021	Senior Partner and Leader of Asia Banking Sector and Co-Leader of Global Banking Sector, McKinsey & Company, Hong Kong
2010 - 2017	Senior Partner and Leader of Africa Financial Sector (2010-2014) and from 2014 Leader of EEMA Financial Sector and Co-Leader of Global Banking Sector, McKinsey & Company, South Africa
2001 - 2010	Partner (2002-2009) and Leader of Scandinavian Financial Service Practice and Leader of European Retail Banking Practice (2006-2010), McKinsey & Company
2000 - 2001	Co-founder and Co-CEO, Basisbank
1994 - 1999	Project Leader serving primarily Scandinavian banks and North European banks, McKinsey & Company
1992 - 1994	Head of Corporate and Private Banking, Carnegie
1987 - 1992	Head of Bonds and eventually managing director of stockbroking unit, Lannung Bank A/S

Formal training

1988	MSc, Economics, University of Copenhagen, Denmark
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Directorships and other offices

Private-sector directorships:

CM Holding A/S (member of the board of directors)
Jaka1 ApS and Jaka2 ApS (private investment company, executive officer)
Predicti ApS (chairman of the board of directors)