



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 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

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)