

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: 2025
 Term expires in: 2026
 Committees: Risk Committee (chairman)
 Remuneration 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)