



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:

Jaka1 ApS and Jaka2 ApS (private investment company, executive officer)
Predicti ApS (chairman of the board of directors)
Performativ ApS (chairman of the board of directors)
HCL Technologies Limited (member of the board of directors)