



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 expiration	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 and 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
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1992 - 1994	Head of Corporate and Private Banking, Carnegie
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1987 - 1992	Head of bonds and eventually managing director of stockbroking unit, Lannung Bank A/S
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Formal training

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

CM Holding A/S (member of the board of directors)

Jaka1 ApS and Jaka2 ApS (executive officer)

Matter DK ApS (chairman of the board of directors)

Predicti ApS (chairman of the board of directors)
