

## Curriculum Vitae

### Martin Nørkjær Larsen

Vice chairman  
Elected by the general meeting  
Chief Financial Officer, A.P. Møller Holding A/S



Born: January 1979  
Nationality: Danish  
Gender: Male  
Joined the Board: 22 March 2024, non-independent  
Most recently re-elected: 2025  
Term expires in: 2026  
Committee: Nomination Committee (chairman)

### Competencies

- Executive level experience from large corporates with global reach and exposure
- Expert knowledge of finance in all its facets, including capital planning and funding via debt and equity capital markets, as well as accounting and audit-related matters
- Understanding of market demands from roles as chief financial officer of large global corporations
- Knowledge of compensation models and remuneration practices
- Understanding of key ESG themes, including climate transition and experience with ESG reporting
- Board experience, including committee work

### Former employment

2015 – 2016 Head of Financial Planning and Analysis, Maersk Group, Denmark  
2012 – 2015 Chief Financial Officer, Maersk Supply Service A/S, Denmark  
2003 – 2012 Various positions at A.P. Møller Maersk, Denmark

### Formal training

2014 MBA in Business Administration, Columbia University and London Business School  
2003 MSc, Economics and Finance, Warwick Business School  
2002 BSc, Economics, University of Copenhagen, Denmark

### Directorships and other offices

#### Private-sector directorships:

APMH Invest A/S (member of the board of directors and CEO)  
Chairman or member of the board of directors of 23 affiliated undertakings, including, Maersk Product Tankers A/S (chairman), Maersk Offshore Wind A/S (chairman) and Maersk Tankers A/S (member of the board of directors)  
Navigare Capital Partners A/S (chairman of the board of directors)  
Assuranceforeningen SKULD (Gjensidig) (vice chairman of the board of directors)  
MVKH ApS (personally owned investment company, executive officer)