

Description of competencies for the board of directors of Per Aarsleff Holding A/S

The board of directors is responsible for the overall management of the company.

The following are the most important competencies that the board of directors should have:

General management	CEO experience from a large company. Experience with organisational structures, business development, execution, strategy development and international experience.
Industry	Industry insight from the building and construction industry or similar industries. Understanding of project risks. Experience with technology development and innovation.
Development	Experience with M&A, cooperation between business units, synergy development and cooperation in consortia/joint ventures. Experience with organisation and business integration.
Finance and administration	Experience from capital markets and listed companies. Financial experience with audit committee, financial reporting and treasury as well as with law, HR, IT, OHS and sustainability.

In addition to experience and expertise, we also emphasise the importance of diversity in our board of directors.

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