

Appendix 1: Candidates for the board of directors



THOMAS KÄHLER

Chairman

Date of birth: 2 November 1970

Elected to the Board: 2008

Not independent according to the corporate governance recommendations

Nationality: Danish

Education

2021: Board Education programme, Copenhagen Business School, Denmark

2016: High performance Boards, IMD, Switzerland

2008: MBA, Copenhagen Business School, Denmark

1998: Business Diploma, 1st part, Copenhagen Business School, Denmark

1993: Electrical / Mechanical Engineer, DIA, Technical University of Denmark

Main points of career

2015-2020: Senior Vice President, Head of Systems Division, ROCKWOOL International A/S

2009-2015: Managing Director of ROCKWOOL Scandinavia

2004-2009: Managing Director of RockDelta A/S

2001-2004: Sales Director at RFS Denmark A/S (Alcatel Group)

1998-2001: Regional Sales Manager at RFS Denmark A/S (Alcatel Group)

1996–1998: Regional Sales Manager at Howden Denmark A/S

1994-1996: Area Sales Manager at Ametek Denmark A/S

Other positions related to the company

Member of the Chairmanship

Chairman of the Remuneration Committee

Member of the Kähler Family Meeting

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Positions in other Danish companies

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Other positions

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Re-election motivation

Thomas Kähler has experience with management, marketing, sales and business development in international businesses and has a close relationship with major shareholders.

Remuneration for 2020/2021 as determined by the general meeting April 2020

Chairman of the Board DKK 1,080,000

Supplement for members of the Remuneration Committee DKK 90,000



CARSTEN BJERG

Deputy Chairman

Date of birth: 12 November 1959

Elected to the Board: 2011

Independent according to the corporate governance recommendations

Nationality: Danish

Education

1985: Advanced Course in Production Methods and Management, Cambridge University

1983: Engineering degree from the Technical University of Denmark

Main points of career

2013-: Board member

2007-2013: CEO of Grundfos Holding A/S and President of the Grundfos Group

2003-2006: Deputy CEO, Grundfos Management A/S

2000-2002: EVP, Group Production Director, Grundfos Management A/S

1997-1999: SVP, International Production, Grundfos Management A/S

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1994-1997: Product Line Director, Danfoss A/S

1989-1994: Production Manager / Plant Manager, Danfoss A/S

1985-1989: Project Manager, Danfoss A/S

1983-1984: Production Rotation Engineer, Danfoss A/S

Other positions related to the company

Member of the Chairmanship

Member of the Remuneration Committee

Member of the Audit Committee

Positions in other Danish companies

Chairman of the Boards of Hydrema Holding ApS, Arminox Investment A/S (and one fully owned subsidiary), Bjerringbro-Silkeborg Håndbold A/S, Bogballe Investment A/S (and one fully owned subsidiary), Ellegaard Investment I ApS (and one fully owned subsidiary), CapHold Guldager ApS (and one fully owned subsidiary), Robco Engineering Investment A/S (and one fully owned subsidiary) and PCH Investment A/S (and one fully owned subsidiary)

Member of the Boards of Vestas Wind Systems A/S*, Agrometer Investment A/S (and three fully owned subsidiaries), TCM Group A/S* (and one fully owned subsidiary) and Aarhus Universitet

* Listed companies

Other positions

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Re-election motivation

Carsten Bjerg has extensive experience in strategic management of an international company (the Grundfos Group) and extensive knowledge of R&D, production and sustainability.

Remuneration for 2020/2021 as determined by the general meeting April 2020

Deputy Chairman of the Board DKK 720,000

Supplement for members of the Audit Committee DKK 180,000

Supplement for members of the Remuneration Committee DKK 90,000

Appendix 1: Candidates for the board of directors annually



ANDREAS RONKEN

Date of birth: 8 May 1967

Elected to the Board: 2016

Independent according to the corporate governance recommendations

Nationality: German

CEO of Alfred Ritter GmbH &Co.KG

Education

2002: Executive Master of Business Administration, University of Bremen, Germany

1993: Dipl. Ing. in Mechanical Engineering, University of Dortmund, Germany

1991: MSc. in Industrial Engineering, and CIMS Certificate, Georgia Institute of Technology, Atlanta, Georgia, USA

1990: Bachelor (Vordiplom), Mechanical Engineering, University of Dortmund, Germany

Main points of career

2015- : CEO of Alfred Ritter GmbH &Co.KG

2005-2014: Managing Director/Vice President, Production and Technology, Alfred Ritter GmbH & Co.KG, Germany

2002-2005: Site Director Supply Chain, Masterfoods/Mars Inc., Breitenbrunn, Austria

1997-2002: R&D Manager, Masterfoods/Mars Inc., Minden, Germany

1996-1997: Shift-/Production Manager, Masterfoods/Mars Inc., Bruck, Austria

1995-1996: Process Engineer, Masterfoods/Mars Inc., Verden, Germany (Dry Petfood Production)

1994-1995: R&D Assignment, Masterfoods/Mars Inc., St. Denis L'Hotel, France

1993-1994: Management Trainee, Masterfoods/Mars Inc., Verden, Germany

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Other positions related to the company

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Positions in other Danish companies

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Other positions

Member of the Advisory Board of Melitta Group GmbH & Co. KG,
Minden, Germany

Re-election motivation

Andreas Ronken has extensive experience in strategic management in international companies (Mars Inc. and Alfred Ritter Group) and profound knowledge of marketing, branding, supply chain management and R&D.

Remuneration for 2020/2021 as determined by the general meeting April 2020

Other members of the Board DKK 360,000



JØRGEN TANG-JENSEN

Date of birth: 5 August 1956

Elected to the Board: 2017

Independent according to the corporate governance recommendations

Nationality: Danish

Education

1997: Stanford University, USA

1989: IMD, Switzerland

1981: MSc (International Business), Aarhus Business School

Main points of career

2001-2017: CEO of VELUX A/S, Denmark

1990-2000: Group Director of VELUX Industri A/S, Denmark

1984-1990: Managing Director of Novelco A/S, Denmark

1981-1984: Product Manager of VELUX International A/S, Denmark

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Other positions related to the company

Member of the Audit Committee

Positions in other Danish companies

Chairman of the Board of Strøjer Tegl A/S

Member of the Boards of VKR Holding A/S, VILLUM FONDEN and Maj Invest Holding A/S (and two fully owned subsidiaries)

Other positions

Chairman of the Board of Tænketanken Europa (Think Tank Europe)

Re-election motivation

Jørgen Tang-Jensen has a long term experience from the building materials industry and a vast understanding of corporate governance due to his active role in several organizations.

Remuneration for 2020/2021 as determined by the general meeting

April 2020

Other members of the Board DKK 360,000

Supplement for members of the Audit Committee DKK 180,000



REBEKKA GLASSER HERLOFSEN

Date of birth: 26 July 1970

Proposed elected to the Board: 2020

Independent according to the corporate governance recommendations

Nationality: Norwegian

Independent consultant, investor and professional board member

Education

2004: CFA (Certified Financial Analyst Programme) from Norwegian School of Economics and Business Administration, Norway

1994: Degree in economics ("siviløkonom") (Economics and Business Administration, Finance and Strategy) from Norwegian School of Economics and Business Administration, Norway

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1993: Literature, Undergraduate Level, from University of Bergen, Norway

Main points of career

2017- 2020: CFO of Wallenius Wilhelmsen Logistics ASA, Norway

2012-2017: CFO of Torvald Klaveness, Norway

2012-2011: CFO of Norwegian Energy Company ASA (=Noreco), Norway

2009-2011: Own investments, Professional Board member (Cermaq, Handelsbanken Norge, Klaveness, Sin-Oceanic and Noreco), Norway

2005-2009: Director Business Development of BW GAS ASA / Bergesen d.y. ASA, Norway

2003-2005: Head of Corporate Planning of BW GAS ASA / Bergesen d.y. ASA, Norway

1999-2003: Project Manager, Business Development of BW GAS ASA / Bergesen d.y. ASA, Norway

1997-1999: Associate, Corporate Finance of Enskilda Securities, England

1995-1997: Analyst of Enskilda Securities, Norway

Other positions related to the company

Chairman of the Audit Committee

Positions in other Danish companies

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Other positions

Chairman of the Board of Norwegian Hull Club, Norway

Member of the Boards of Equinor ASA, Wilh. Wilhelmsen Holding ASA, Klaveness Combination Carriers ASA and Handelsbanken Norge, Norway

Member of the Boards and Chairman of Audit Committees of SATS ASA and BW Offshore ASA, Norway

Member of the Nomination Committee of Orkla ASA, Norway

Senior Advisor to Altor Equity Partners AB, Sweden

Re-election motivation

Rebekka Glasser Herlofsen has extensive international experience from

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executive positions in large Norwegian companies and board positions in Norwegian and foreign companies. Over many years, Rebekka Glasser Herlofsen has developed financial competencies that will be useful in both general Board work as well as in the Audit Committee.

Remuneration for 2020/2021 determined by the general meeting April 2020

Other members of the Board DKK 360,000

Supplement for Chairman of the Audit Committee DKK 300,000



CARSTEN KÄHLER

Date of birth: 23 September 1980

Proposed elected to the Board: 2021

Not independent according to the corporate governance recommendations

Nationality: Danish

Education

2012: Attorney (Advokat) with the Danish Bar and Law Society (currently the license is deposited with the Danish Ministry of Justice)

2007: Cand.Jur, Copenhagen University, Denmark

Main points of career

2019-2021: Tax Manager, Deloitte Tax and Legal, Denmark

2017-2019: Chief Operating Officer, Seger Group, New Zealand

2013-2017: Own investments and forestry, Denmark

2012-2013: Tax Manager, Accura Tax, Denmark

2011-2012: Assistant attorney (Advokatfuldmægtig), Accura Advokatpartnerselskab, Denmark

2008-2011: Tax Consultant, Ernst & Young, Denmark

Other positions related to the company

Member of the Kähler Family Meeting

Positions in other Danish companies

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Appendix 1: Candidates for the board of directors

Other positions

Member of the Board at Copenhagen International School, Denmark

Member of the Board of the Fahu Foundation, Denmark

Election motivation

Carsten Kähler has competencies and experience gained within both global and Danish legal and accounting companies that will be useful in general Board work. He has a close relationship with major shareholders.

Remuneration for 2020/2021 as determined by the general meeting

April 2020

New candidate – no remuneration received for 2020/2021

OTHER MEMBERS OF THE BOARD (NOT UP FOR ELECTION):



CONNIE ENGHUS THEISEN

Date of birth: 20 November 1960

Elected to the Board: 2006

Elected by employees

Nationality: Danish

Director Stakeholder Engagement, ROCKWOOL International A/S

Education

1994: Graduate Diploma in Business Administration (HDA), Odense University

1985: Master of Art, Odense University - Cand. Mag.: principal subject: German, subsidiary subject: English

Other positions related to the company

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Appendix 1: Candidates for the board of directors

Positions in other Danish companies

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Other positions

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Remuneration for 2020/2021 as determined by the general meeting April 2020

Other members of the Board DKK 360,000



CHRISTIAN WESTERBERG

Date of birth: 12 April 1978

Elected to the Board of Directors: 2018

Elected by employees

Nationality: Danish

Design Manager, ROCKWOOL International A/S

Education

2008: BSc. Eng. (Machine), Engineering College of Copenhagen

2002: Airplane technician, Royal Danish Airforce

Other positions related to the company

Member of the Board of the ROCKWOOL Foundation

Positions in other Danish companies

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Other positions

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Remuneration for 2020/2021 as determined by the general meeting April 2020

Other members of the Board of Directors DKK 360,000

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RENÉ BINDER RASMUSSEN

Date of birth: 6 January 1969

Elected to the Board: 2018

Elected by employees

Nationality: Danish

District Manager, ROCKWOOL NORDICS

Education

2001: Cultivator A/S – BTB Sales

1994: Aarhus Business School

1991: Business School Randers

1986: Technical School

Other positions related to the company

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Positions in other Danish companies

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Other positions

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Remuneration 2020/2021 as determined by the general meeting April 2020

Other members of the Board DKK 360,000