

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 (now ROCKWOOL 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

Member of the Audit Committee

Chairman of the Remuneration and Nomination Committee

Member of the Kähler Family Meeting

Positions in other Danish companies

Chairman of the Board of Metier Westergaard A/S

Director and member of the Board of DURAPOR A/S

Member of the Board of Metier Westergaard Event A/S

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Other positions

Chairman of the Board of the Foundation for Ukrainian Reconstruction

Re-election motivation and competences

Thomas Kähler has experience in management, marketing, sales and business development in international business and close relationships with major shareholders. In addition, Thomas Kähler has extensive insight into environmental, social and governance (ESG) regulation and energy efficiency.

Remuneration for 2023/2024 as determined by the general meeting April 2023

Chairman of the Board DKK 1,200,000

Supplement for members of the Audit Committee DKK 200,000

Supplement for members of the Remuneration and Nomination Committee DKK 100,000



JØRGEN TANG-JENSEN

Deputy Chairman

Date of birth: 5 August 1956

Elected to the Board: 2017

Independent according to the corporate governance recommendations

Nationality: Danish

Education

1997: MBA from Stanford University, USA

1989: IMD, Switzerland

1981: MSc (International Business), Aarhus Business School, Denmark

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

Other positions related to the company

Member of the Chairmanship

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Member of the Remuneration and Nomination Committee

Positions in other Danish companies

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 and competences

Jørgen Tang-Jensen has years of experience in the building materials industry and a deep understanding of corporate governance due to his active role in several organizations. In addition, Jørgen Tang-Jensen has extensive insight into environmental, social and governance (ESG) regulation.

Remuneration for 2023/2024 as determined by the general meeting April 2023

Deputy Chairman of the Board DKK 800,000

Supplement for members of the Remuneration and Nomination Committee DKK 100,000



REBEKKA GLASSER HERLOFSEN

Date of birth: 26 July 1970

Elected to the Board: 2020

Independent according to the corporate governance recommendations

Nationality: Norwegian

Education

2023: ESG for Boards program by FutureBoards AS and DNV AS, Norway

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

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

Main points of career

2020- : Independent consultant, investor and professional board member

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

2012-2017: CFO of Torvald Klaveness, Norway

2011-2012: 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

Chairperson of the Audit Committee

Positions in other Danish companies

Member of the Boards and Chairperson of Audit Committees of Egmont Fonden and Egmont International Holding A/S

Other positions

Chairperson of the Boards of Norwegian Hull Club and Handelsbanken Norge, Norway

Chairperson of the Council, DNV, Norway

Member of the Boards of Equinor ASA*, Wilh. Wilhelmsen Holding ASA* and Torvald Klaveness Group, Norway

Member of the Board and Chairperson of Audit Committee of BW Offshore ASA*, Norway

Member of the Nomination Committee of Orkla ASA*, Norway

* Listed companies

Re-election motivation and competences

Rebekka Glasser Herlofsen has extensive international experience from executive and board positions in several large companies. Over many years, Rebekka Glasser Herlofsen has developed financial competencies that are useful in both general Board work as well as in the Audit Committee (financial expert). In addition, Rebekka

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Glasser Herlofsen has extensive insight into environmental, social and governance (ESG) regulation, and sustainability.

Remuneration for 2023/2024 determined by the general meeting April 2023

Other members of the Board DKK 400,000

Supplement for Chairperson of the Audit Committee DKK 330,000



CARSTEN KÄHLER

Date of birth: 23 September 1980

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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Other positions

Member of the Board of the Fahu Foundation, Denmark

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Re-election motivation and competences

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

Remuneration for 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000



ILSE IRENE HENNE

Date of birth: 3 October 1972

Elected to the Board: 2022

Independent according to the corporate governance recommendations

Nationality: Belgian

Education

2023: Participation in the program "Driving Sustainability from the Boardroom", IMD Switzerland

2019: Strategic Program for female non-executive directors, HWR Berlin

2014: Breaking new grounds, Harvard Business School

2013: Maximizing Leadership Impact, Thyssenkrupp Academy

2012: Executing Strategy for Results, London Business School

2005-2006: International Business Management (Postmaster), "Vlerick Business School" Gent, Belgium

2000-2001: Solution-oriented Management (Postmaster), "Saxion University of Applied Sciences" in Enschede, The Netherlands

1998-1999: Business Management (postgraduate course), University Leuven, Belgium

1994-1995: Spanish Philology(Postmaster), University León, Spain

1990-1994: Master in Roman philology (final grade: Cum Laude) University Gent, Belgium

1984-1990: High school diploma, "Koninlijk Atheneum Voskenslaan" in Gent, Belgium

Main points of career

2024- : Member of the Executive Board of Thyssenkrupp AG

2020-2023: Chief Transformation Officer (CTO) thyssenkrupp Materials Services

2019-2023: Member of the Executive Board of the Business Segment thyssenkrupp Materials Services GmbH, part of ThyssenKrupp AG

2016-2018: CEO thyssenkrupp Schulte (thyssenkrupp Materials Services)

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2012-2016: CEO Operating Unit Materials Western Europe/ Asia Pacific (thyssenkrupp Materials Services)

2002-2012: CEO thyssenkrupp Materials Belgium

1995-2002: Various positions at Sadel NV, Belgium (Business Development, Sales and Supply Chain Management)

Other positions related to the company

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Positions in other Danish companies

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Other positions

Member of the Baden-Badener Unternehmer Gespräche e.V., Klasse 135, Germany

Member of the Board and member of the Audit Committee of Arkema S.A., France

Chairperson of the Supervisory Board of thyssenkrupp Services, Essen, Germany

Member of the Board of BVL (Bundesvereinigung Logistik)

Re-election motivation and competences

Ilse Irene Henne has substantial managerial experience within the global building materials industry, particularly in the areas of strategical renewal, performance improvement, supply chain and sales excellence. Ilse Irene Henne also has extensive insight into sustainability.

Remuneration for 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000



JES MUNK HANSEN

Date of birth: 25 January 1968

Elected to the Board: 2023

Independent according to the corporate governance recommendations

Nationality: Danish and US citizen

Education

1997: MBA, London Business School, UK

1995: M.Sc. in Forestry, University of Copenhagen, Denmark

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Main points of career

2019- : CEO and President, TERMA Group

2018-2019: CEO, Osram USA and Executive Vice President, Head of Global Sales Function

2015-2017: CEO, LEDVANCE

2015-2015: CEO, Osram Classical Lamps and Ballast

2013-2015: CEO, Osram Americas and President, Osram Sylvania

2007-2013: CEO and President, Grundfos North America

2002-2008: Group Senior Vice President, Grundfos

2000-2002: Director, Group eBusiness, Grundfos

Other positions related to the company

Member of the Audit Committee

Positions in other Danish companies

Member of the Board of WS Audiology A/S (Widex A/S)

Other positions

Vice Chairman, The Confederation of Danish Industry (DI)

Re-election motivation and competences

Jes Munk Hansen has extensive experience with strategic management of international companies and a strong understanding of corporate management, strategy, R&D and sales through his active career in several companies. In addition, Jes Munk Hansen has extensive insight into environmental, social and governance (ESG) regulation, corporate social responsibility (CSR), and cyber security.

Remuneration for 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000

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



CONNIE ENGHUS THEISEN

Date of birth: 20 November 1960

Elected to the Board: 2006

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Elected by employees

Nationality: Danish

Senior Group Advisor, ROCKWOOL A/S

Education

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

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

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 for 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000



CHRISTIAN WESTERBERG

Date of birth: 12 April 1978

Elected to the Board of Directors: 2018

Elected by employees

Nationality: Danish

Design Manager, ROCKWOOL A/S

Education

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

2002: Airplane technician, Royal Danish Airforce; Denmark

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 for 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000



BERIT KJERULF

Date of birth: 12 September 1969

Elected to the Board: 2022

Elected by employees

Nationality: Danish

SHE-manager, ROCKWOOL Danmark A/S

Education

2022: Extended board education, UCNact2Learn, Erhverv, Denmark

2009: Management bachelor, Aarhus Business College, Denmark

1993: Master of Science in environmental engineering, Aalborg University, Denmark

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

Substitute member of the Danish Environment and Food Board of Appeal (industry)

Remuneration 2023/2024 as determined by the general meeting April 2023

Other members of the Board DKK 400,000