

## **Board Member competencies for Bang & Olufsen a/s**

The Board of Directors of Bang & Olufsen a/s is accountable to all the company's shareholders and stakeholders for value creation and the way the company conducts its business. The composition of the Board of Directors must therefore be such that the consolidated competencies of the Board of Directors enable it to add value and oversee the company's development and diligently address and resolve the issues and problems faced by the company at any time.

The Board of Directors of Bang & Olufsen a/s, with input from the Nomination Committee, is responsible for annually determining the appropriate qualifications, experience and competencies required of Board candidates in order for the Board of Directors to best perform its tasks, taking into account Bang & Olufsen's needs. Nomination of candidates to be submitted to the general meeting shall be prepared in light hereof taking the current composition of the Board of Directors into consideration.

When considering qualifications, experience and competencies of candidates for Board membership (including re-election), the Board of Directors and the Nomination Committee will consider the following factors, in addition to such other factors that the Board of Directors may deem relevant:

### 1. Experience and competencies in:

#### Commercial areas:

- Sales, marketing and omni channel retailing of branded consumer- and luxury lifestyle products incl. e-commerce retailing
- Brand management, including licensing
- Consumer electronics concepts and customer experience
- Asian, EMEA and US market knowledge and experience
- Partnership relationship management
- External stakeholder relations, including corporate social responsibility, social media and brand communities
- Innovation processes, digitalisation including technology architecture, platforms and software development
- Supply chain, (out) sourcing & manufacturing within consumer products
- New product introduction

#### Leadership and corporate governance areas:

- Management and strategic development of international businesses within branded consumer products
- Strategy development and value creation processes
- Leadership and HR development
- Risk Management and internal controls

- Financial, accounting, IT and financing matters
  - Corporate Governance of listed companies
2. Diversity of perspectives brought to the Board of Directors by the individual members.
  3. Personal characteristics matching Bang & Olufsen's values and leadership principles.

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Adopted by the Board of Directors of Bang & Olufsen a/s of 10 July 2019.