



Board Member Competencies

(Adopted as of 01.07.2026 by the Board of Directors)

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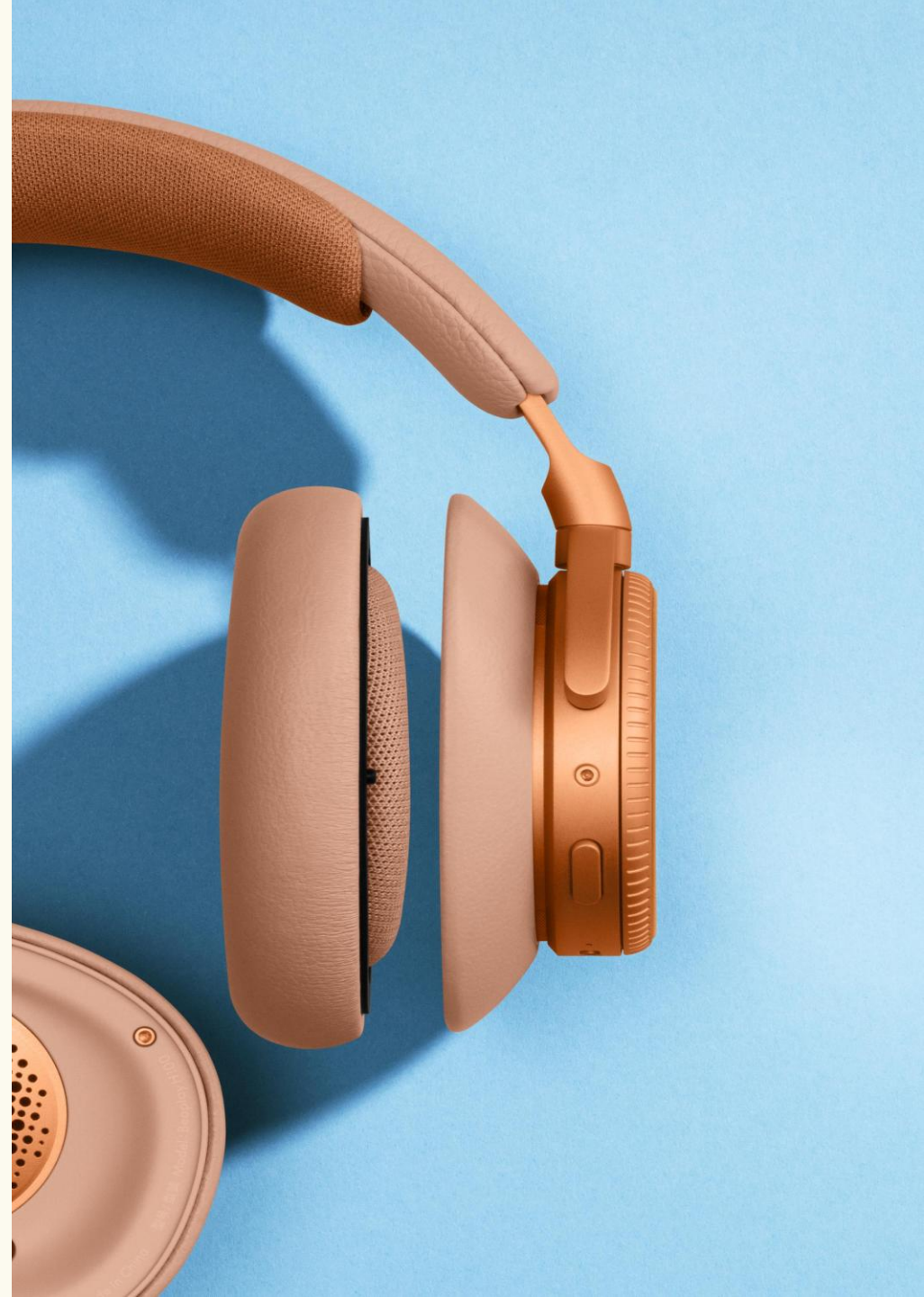
Reg. number: 41257911



Introduction

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.





Qualifications , Experience and Competencies

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:

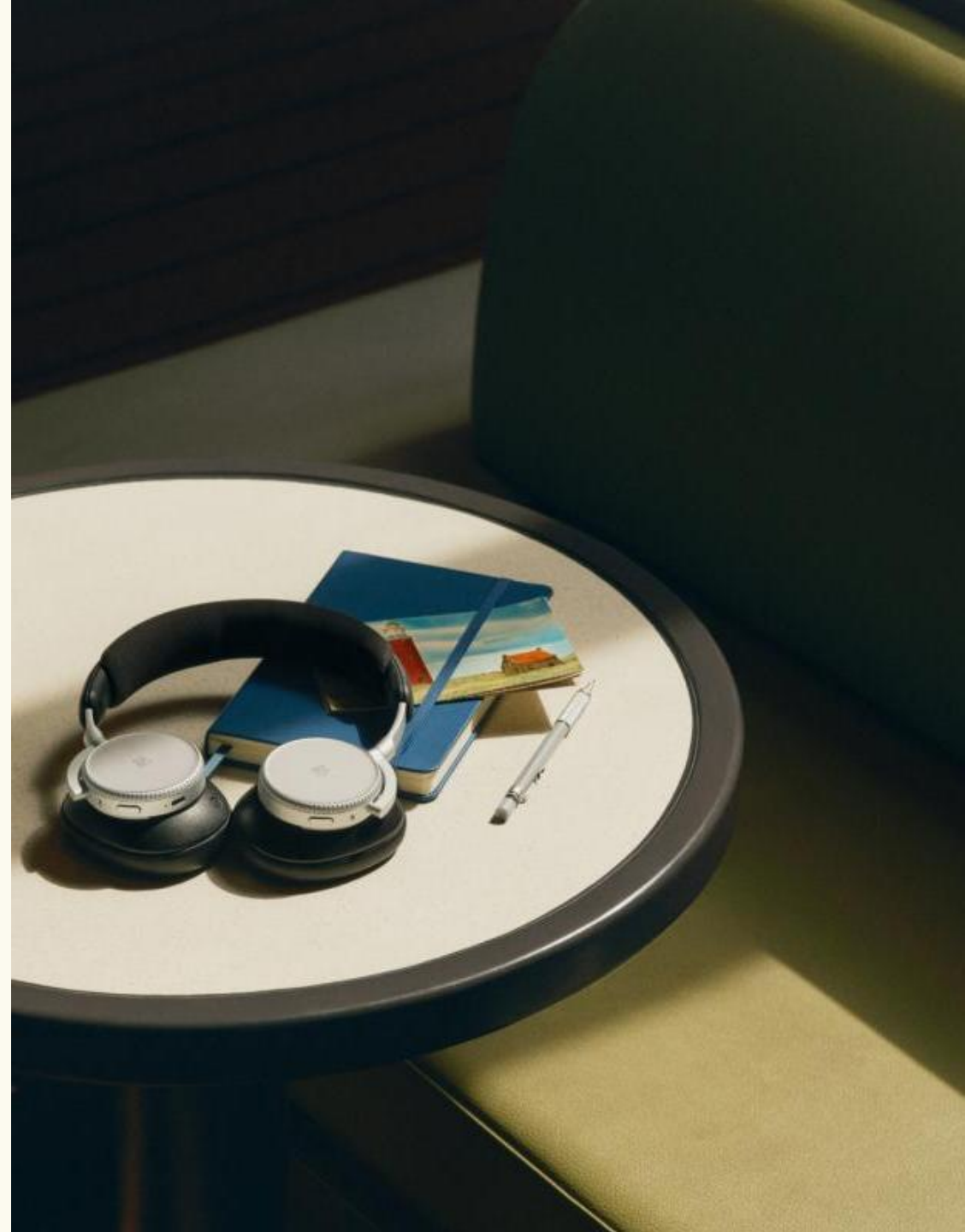
- Luxury, omnichannel, retailing and marketing
- Brand management
- Consumer electronics knowledge
- Key market insights
- Partnership management
- Innovation, digitalisation & technology
- Stakeholder relations & ESG Innovation processes, digitalisation including technology architecture, platforms and software development
- Consumer product supply chain
- New product introduction
- International management & strategy development
- Risk Management
- Financial and accounting
- Corporate Governance of listed companies



- Use of Artificial Intelligence in a business and product context
- International management & strategy development
- Risk Management
- Financial and accounting
- Corporate Governance of listed companies
- Use of Artificial Intelligence in a business and product context

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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