

To the shareholders of COWI Holding A/S

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REF MRGO, LEAN

Statement on the independence of the Board of Directors, cf. the recommendations of the Committee on Corporate Governance (dated 2 December 2020)

The Committee on Corporate Governance has made the following recommendations concerning the independence of the board of directors:

Sub-section 3.2.1. The committee **recommends** that at least half of the members of the board of directors elected by the general meeting be independent persons, in order for the board of directors to be able to act independently of special interests.

To be considered independent, this person may not:

- > be or within the past five years have been a member of the executive board, or senior staff member in the company, a subsidiary undertaking or an associate,
- > within the past five years, have received larger emoluments from the company/group, a subsidiary undertaking or an associate in another capacity than as a member of the board of directors,
- > represent the interests of or be related to a shareholder with significant influence,
- > within the past year, have had significant business relations (for instance, personal or indirectly as partner or employee, shareholder, customer, supplier or member of the executive management in companies with corresponding connection) with the company, a subsidiary undertaking or an associate that is significant to the company and/or the business relation,
- > be or within the past three years have been employed or partner at the external auditor elected at the general meeting,
- > have been chief executive in a company holding cross-memberships with the company,

- > have been a member of the board of directors for more than 12 years, or
- > have been close relatives with persons who are not considered independent, cf. the above criteria.

Pursuant to sub-section 3.1.4 of the recommendations of the Committee on Corporate Governance, it is recommended that, when election of members to the board of directors is on the agenda, the notice of the annual general meeting be accompanied by – in addition to any material required by law – a description of the nominated candidates:

- > competencies
- > other executive functions in other commercial companies, including board committees
- > demanding organisational tasks
- > independence.

COWI follows these recommendations. Consequently, at the time of the notice of the annual general meeting, a description of the new nominated candidates' competencies will be published along with information (in this statement) about which candidates are considered independent.

As to the nominated candidates' independence of COWI, the following applies:

- > Jukka Pertola, Chair: Independent of COWI
- > Carsten Bjerg, Vice Chair: Independent of COWI
- > Anne Harris, member of the board: Independent of COWI
- > Pierre Olofsson, member of the board: Independent of COWI
- > Ivor Catto, member of the board: Independent of COWI
- > Jeanette Fangel Løgstrup, member of the board: Independent of COWI.

Since all six candidates elected at the annual general meeting are considered independent of COWI, COWI follows the recommendations of the Committee on Corporate Governance.