Skills description for the Board of Directors of Gabriel Holding A/S

The Board of Directors of Gabriel Holding A/S works with the general management of the Group. Board members must keep themselves actively informed about the Gabriel Group and the industry in general.

In general, the Board of Directors of Gabriel Holding A/S must possess broad international business experience with knowledge and professional skills within strategic management, organisation, IT, business development, and market, social and international conditions.

Specifically, weight is placed on the experience of the Board of Directors' as a whole in managing international and listed companies, on their skills in design, marketing, product development and innovation, on their relevant legal and financial insight and on their industry knowledge, including production and sales.

The Board of Directors continuously assesses the need for any changes in the skills of the Board as a whole.

If new or changed skills are considered necessary, the Board jointly decides on the nomination of new directors.

The composition of the Board of Directors is currently as follows:

Name	Age	Joined the Board	Special skills
Jørgen Kjær Jacobsen (Chairman) Not independent: former CEO of Gabriel Holding A/S	65	2010	Management and board skills in listed companies
Hans O. Damgaard (Vice-chairman) Independent according to the definition of the Committee on Corporate Governance	52	2015	Sales and management experience in global companies
Søren B. Lauritsen Not independent: closely associated with a former chairman of the Board of Directors of Gabriel Holding A/S	50	2010	Sales and marketing skills, with IT, strategy and branding as strong points
Pernille Fabricius Independent according to the definition of the Committee on Corporate Governance Chairman of the audit committee of Gabriel Holding A/S	51	2016	Danish and international financial and management skills

The Board of Directors has decided not to introduce an age limit for the election of board members because skills, not age, are considered essential to be elected. The Board of Directors is elected by the general meeting for one year at a time.