

6 February 2026

## **Ørsted A/S: 2025 Board evaluation**

The Board of Directors evaluates its performance annually.

In 2025, the board evaluation was conducted with the assistance from an external advisor through a customised online survey distributed to all members of the Board of Directors and the Group Executive Team, supplemented by individual interviews and a joint board discussion.

The rating of the board evaluation categories in the online survey was generally on par with a benchmark provided by the external advisor.

The board discussion did, among other things, include a discussion on i) how to best structure board agendas and material, and ii) how the feedback culture could be further strengthened, both within board member interactions and in board-executive interactions, to further elevate leadership. As part of the evaluation, the Board of Directors agreed on various improvement initiatives, including enhanced onboarding of new board members and succession planning, and other topics to be further discussed by the board during 2026.