

## 2024 board evaluation – process and findings

The Danish Committee on Corporate Governance recommends that the board of directors conducts an annual self-evaluation and engages external assistance at least every three years. The evaluation should focus on the board of director's work, efficiency, composition, and organisation.

The Board of Directors of Ørsted conducts an annual evaluation of its performance in accordance with this recommendation.

In 2024, the board evaluation was conducted by distributing a customised online survey to all members of the Board of Directors and the Group Executive Team, and findings were subsequently discussed at a board meeting. The overall score, although slightly lower than in 2023, was satisfactory.

The board evaluation identified relevant focus areas for the Board of Directors, which among other things included how to further strengthen the visibility of succession planning to the board.