



Deloitte.

About Deloitte

Deloitte provides audit, consulting, financial advisory, risk advisory, tax and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and high-quality service to address clients' most complex business challenges. To learn more about how Deloitte's approximately 245,000 professionals make an impact that matters, please connect with us on Facebook, LinkedIn, or Twitter.

Deloitte Touche Tohmatsu Limited

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

© 2017 Deloitte Statsautoriseret Revisionspartnerselskab. Member of Deloitte Touche Tohmatsu Limited.

Board Effectiveness Advisory

Setting the right course – Deloitte will lead and facilitate the discussions



Deloitte's services to Boards



How we create value for you

Deloitte delivers

- External independent auditor and advisor for listed and large non-listed public interest entities in Denmark, both in and outside the financial services industry
- Dedicated partners and experts with focus on working with boards
- Deep knowledge and experience about hard and soft laws, trends, insights and leading practices in boards in Denmark and abroad



Value for you

- Oversight and compliance with both hard and soft laws
- Tailor-made solutions for your specific needs, including update of your annual work plan
- Focus on key priorities and how the boards works effectively
- Up-to-date knowledge on leading practices
- Alignment of expectations and clear action plan
- Calm in your stomach



Contact us for more information



Martin Faarborg

Partner

+45 21 27 65 58

mfaarborg@deloitte.dk



Henrik Kjelgaard

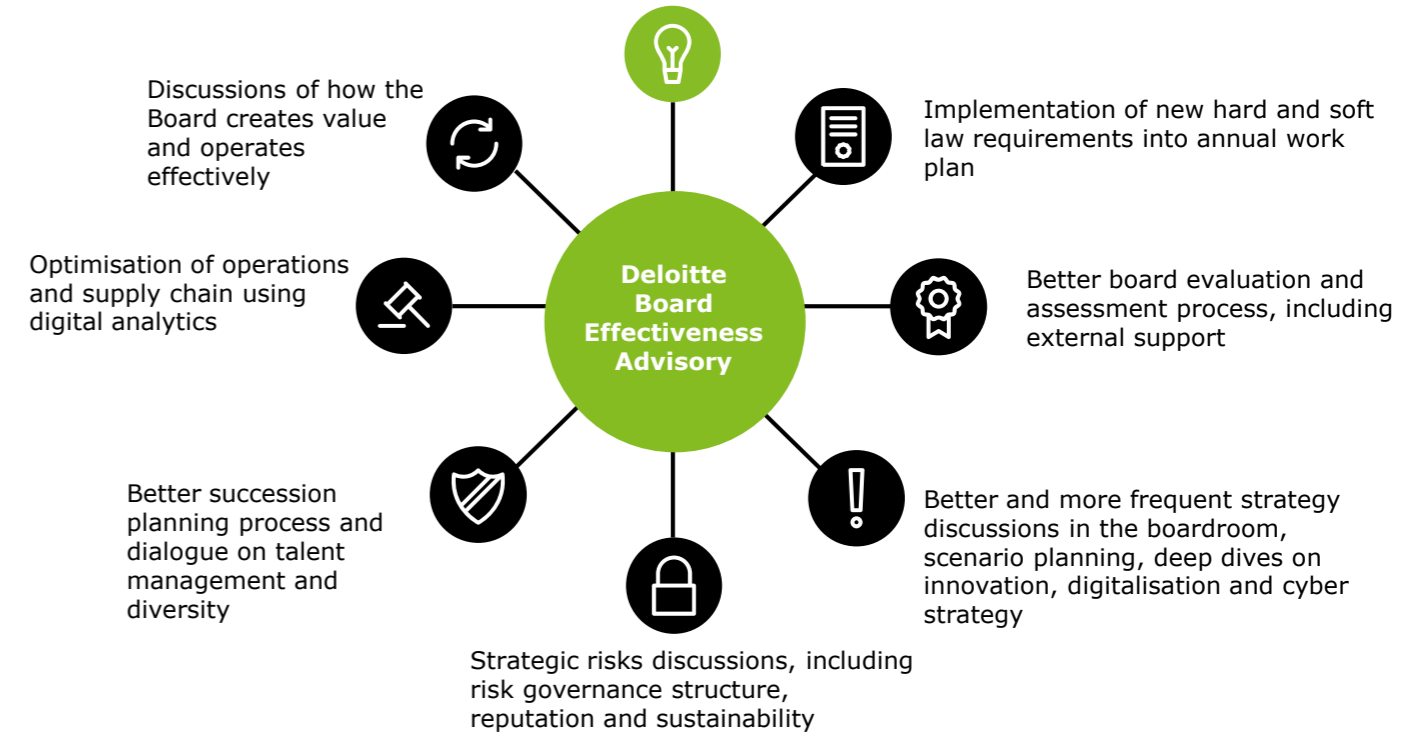
Partner

+45 22 20 23 93

hkjelgaard@deloitte.dk

Deloitte Board Effectiveness Advisory

What do you want to achieve or improve?



Audits

- ✓ Conduct external audits of financial statements or other financial information
- ✓ Conduct external reviews of quarterly interim financial reports
- ✓ Conduct external reviews of non-financial information to be published externally (e.g. CSR reports)
- ✓ Establish internal audit functions
- ✓ Outsource internal audit and compliance functions to external audit firm or other supplier



Compliance

- ✓ Update of annual work plan, both to ensure compliance and effective processes
- ✓ Participate in meetings to discuss the implementation of the new and revised recommendation on Corporate Governance in Denmark
- ✓ Update of schedule for implementation of new and revised recommendation on Corporate Governance in Denmark
- ✓ Develop and commenting on descriptions in annual reports on Corporate Governance



Evaluations & Assessments

- ✓ Facilitate and discuss needs for achievement and improvements
- ✓ Participate in meetings to discuss evaluation, priorities, expectations and action plan
- ✓ Perform evaluations and assessments of "Board Effectiveness", and report the results



Training & Labs

- ✓ Training on various topics like strategy, governance, risk management, controls, budget, forecasts, financial management, IT/digitalisation, innovations, robotic process automation, artificial intelligence, advanced analytics, business model transformation, operating excellence, remuneration and nomination, auditing, accounting and tax
- ✓ "Board Effectiveness Lab"