



Board Profile: Nille Klæbel

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BIOGRAPHY:

Born 9th of March 1974. Since 2009 married, with Jacob Jensen, partner at PaperCollective. We have 3 children: Vega (2011), Kaysa and Ville (2015). We live at Østerbro, Copenhagen.

INTERESTS:

I am a passionate reader of newspapers and fiction. I enjoy running, pilates, music, museums, barista coffee, Burgundy wine, and food.

INDUSTRIES:

Tech, health tech, lifescience, consumer electronics, omnichannel and service.

FUNCTIONAL EXPERTISE:

CEO, GM as well as board member.

KEY QUALIFICATIONS:

- I have a broad executive experience with scaling, internationalisation, organic and acquisitive growth.
- I lift (complex) challenges and transformation by developing strong leadership teams that can be role models and work closely together.
- Board work has added to my understanding and skill in my daily work as an executive, as well as, to my experience with board and C-suite collaboration.

LEVEL OF MANAGERIAL EXPERIENCE:

- Senior Executive in complex organization from 120 to 90.000+ employees
- P&L responsibility from 350 M to +2 B DKK
- Total reports from 120 to 500+ employees
- Direct reports from 5 to 15

INTERNATIONAL EXPERIENCE:

Global PM roles followed by 3,5 years in France in local marketing roles. Executive Nordic Roles for 8+ years at Philips where I was part of the global leadership team and finally global Group CEO at Atlas partly working out of Stockholm.

- I am fluent in Danish, English and French.
- Business level of Swedish and Norwegian.

BOARD EXPERIENCE:

- 2021 –** Board member, T. Hansen Gruppen A/S
 - 2+ B DKK omnichannel retailer successfully expanding into new customer segments and new markets.
- 2021 –** Board member, Technology Denmark
 - NGO representing universities and corporations working to attract and develop IT talent incl. network meetings, IT Landsholdet and more.
- 2019 – 2021** Member, Philips Global Sustainability Board
- 2019 –** Founding member of Bestyrelseskvinder Øst
- 2018 – 2021** Board member of Agito A/S
- 2016 – 2021** Board member of Philips Denmark A/S
- 2016 – 2018** Member of Taskforce for dev. of district Sydhavnen

PROFESSIONAL EXPERIENCE:

- 2021 – 2023** Atlas Antibodies AB, Sweden
 - Group CEO**
 - Transformation from R&D to customer centric commercial organization
 - Buy and build to triple sales in 3 years
- 2013 – 2021** Royal Philips A/S
 - CEO Nordics** (2018-2021)
 - 3 years of organic double-digit growth and profit step up
 - Transforming Philips Nordics from tech to health tech solutions leader
 - GM Health Systems**, Nordic (2017-2018)
 - Various **Business Management** roles (2013-2017)
- 2009 – 2013** GlaxoSmithKline Pharma A/S, Denmark
 - Head of Sales Denmark** (2011-2013)
 - Marketing Manager** (2009-2011)
- 2006 – 2009** Sanofi-Aventis A/S, Denmark
 - Sales & Marketing Manager** roles (2006 – 2009)
- 1999 – 2006** Novo Nordisk A/S
 - Product & Project Manager**, France (2003-2006)
 - Global Product Manager**, Diabetes (2001-2003)
 - Graduate**, Global Marketing (1999-2001)

PERSONAL PROFILE:

- I am a senior executive and team player with a broad industry experience with complex B2B solutions, B2C and omnichannel. Based on results, I have proven to be successful at transforming and growing businesses
- Growth and transformation with customer centricity at the heart are key themes in my career working in some of the best performing tech and lifescience companies.
- My contribution as an executive has often been bridging strategy, business development and implementation.

LEADERSHIP STYLE/PHILOSOPHY:

- I thrive in situations where customer focus, teamwork and performance are important. I am driven by making a clear difference. A difference for the executive teams and companies I work with.
- I believe in continuously developing leaders, organisations, and businesses. Based on feedback, I am known to be an inspiring, informal, transparent, and demanding executive.

EDUCATION:

- 2023** **Executive Board Program**, CBS, Denmark
- 1997 – 1999** **MBA Marketing and Management**, CBS, Denmark
- 1993 – 1996** **B.Sc. in International Business Administration and Modern Languages** (SPRØK), CBS, Denmark

CAREER IN DETAIL

09.2021 – 02.2023 Atlas Antibodies AB

09.2021– 02.2023 Group CEO

- Total reports ~140 employees across global organisation
- P&L responsibility for ~400 M SEK
- Ownership: Patricia Industries

Key achievements:

- Delivering sales growth of 20+% and profitability step up above market despite covid lock down in Asia.
- Transformation of Atlas Antibodies into a fully commercial organisation with focus on customer needs improving engagement scores from 3 to 4,3/5
- Reset of market understanding, vision and strategy for group and businesses
 - o Redefinition of pricing strategy for value creation
 - o Reset of go2market strategy -emphasis on web shop and OEM partners
 - o Doubling of salesforce with focus on US and APAC
 - o Reset of R&D project portfolio based on commercial potential
- Stabilising organisation and reducing back orders by 50%
- Successful integration of 2 acquisitions into Atlas Antibodies Group and identification, interaction, and due diligence of 4 acquisition targets
- Building financial and ESG reporting, as well as governance, in line with IRFS and Investor AB requirements
- Initiating LEAN and daily management culture across the organisation to ensure transparency and executional excellence.

10.2013 – 09.2021 Royal Philips A/S

06.2018 – 09.2021 CEO Nordics

- Nordic P&L responsibility for +2 B DKK
- Total reports ~500 employees across Nordic organisation
- Executive responsibility of Philips EU Key Accounts as of 1.1.2021
- Member of Philips Global Leadership Team

Key achievements:

- 3 years in a row delivering double digit sales growth and profitability step up above target and above market growth across business segments. Enabled by strategic resetting which resulted in targeted investments in high margin businesses, Personal Health and Patient Monitoring:
 - o Successful implementation of omnichannel approach led to growth rates from 15-50+% across categories in Personal Health
 - o Investing in direct sales and service organisation in 2 more markets enabled realising solution sales potential in patient monitoring resulting in 100% win rate in large strategic deals across Nordics
- Initiating and implementing Shifting Gears program to lift all leadership layers in leadership skills across the region resulting in +8% points engagement scores.
- Transforming Nordic organisation from tech to healthtech solutions leader and establishing new leadership team
- Spearheading LEAN and daily management culture across the Nordic organisation to ensure transparency and executional excellence.
- Successful integration of 5 acquired businesses and organisations.
- Disentanglement of Domestic Appliances business, setting up successful legal entity and consolidating Philips Nordic organisation.

08.2017 – 05.2018 General Manager Health Systems, Nordic

- Nordic P&L responsibility for Health Systems business +1 B DKK
- Total reports ~250 employees across Nordic organisation

Key achievements:

- Starting new go to market channels for selected product areas
- Founding Nordic Health Systems leadership team through joint team play book and daily management.

**01.2016 – 08.2017 Managing Director Philips Denmark A/S
Business Marketing Director Health Systems, Nordic**

- Total reports ~130 employees in Philips Denmark and Nordic organisation
- Nordic P&L responsibility for Health Systems business

Key achievements:

- Delivering growth and market share increase in line with targets.
- Establishing new Country Leadership Team with focus on Philips business principles and quality culture across the organisation and building high performance Marketing team and new ways of working.
- Initiating initiatives on installed base across Health Systems to drive customer value and profitability.
- Transformation of Clinical Science and Nordic Education into sustainable and customer centric organisations fully integrated into the Nordic commercial organisation.

09.2014 – 12.2015 Director Imaging Systems and Ultrasound, Nordic

- Reports 21
- Nordic P&L responsibility for Imaging Systems and Ultrasound business
- Member of New Karolinska Hospital cross-organisational steering committee

Key achievements:

- Drive turnaround of development of Nordic US business with focus on building new team, adjusting organisational setup, building performance culture, and implementing new strategic initiatives. Result: 12% growth of ultrasound business in 2014 and 8% market share increase.

**10.2013 – 08.2014 Imaging Systems Business Development Manager, Nordic
Ultrasound Market Leader, Nordic**

- Reports 12

Key achievements:

- Responsible for negotiating transfer from distributor and to build direct Imaging Systems commercial organisation in Finland, which went live 1st of April 2014. Result: Philips has #1 or #2 market position across radiology, image guided therapy and patient monitoring.

06.2009 – 09.2013 GlaxoSmithKline Pharma A/S

11.2011 – 09.2013 Head of Sales, Denmark

- Reports 22
- Local spearhead for Field Force Competencies and Mobile Rep roll-out

Key achievements:

- Drive sustainable growth including 5,6% growth in 2012 for key product (Seretide)
- Develop and lead through unproven, but high potential, field sales managers to create best in class sales team with focus on performance culture and systematic implementation of strategy. Result: all time high number of field days and planned calls across teams.

- Engage team, create ownership in the FF while building competencies for the future. Result: evaluation of initiative of 4,96/5 by FF at 2 consecutive sales conferences and Leaders as Supporters Survey 92% positive.
- Responsible for design and set-up of local dermatology cooperation with GSK Consumer Business

06.2009 – 10.2011 GlaxoSmithKline Pharma A/S, Marketing Manager, Denmark

- Reports 9
- NWE launch coordinator

Key achievements:

- Transforming marketing team towards greater customer insights, planning, forecasting, executional excellence, and problem-solving attitude
 - Successful launches of 3 products in the Danish market with focus on market access through efforts on stakeholder interaction, health economy and treatment guidelines. Result: Today all ranking among top 5 EU performers
 - Initiating turnaround of local HIV product strategy, communication, and resourcing to stop sales decline following Danish guideline change. Result: Regain of pride in the HIV portfolio and product growth of 4,1% in 2012.
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08.2006 – 05.2009 Sanofi-Aventis A/S

08.2008 – 05.2009 Sanofi-Aventis Denmark A/S, Sales & Marketing Manager, Denmark

- Reports 3
- Heading the development of launch strategy, tactics, org. launch preparedness for innovative heart arrhythmia drug while optimizing lifecycle management of anticoagulant compound.

08.2006 – 08.2008 Sanofi-Aventis Denmark A/S, Marketing Manager Diabetes, Denmark

- Direct reports 2
 - Developing best practices and new ways of working in marketing team
 - Development and continuous adaptation of product strategies and action plans – including relaunch and strategy change for analogue long acting insulin product in order to expand sales efforts into primary care.
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12.1999 – 07.2006 Novo Nordisk A/S

03.2003 – 07.2006 Novo Nordisk Pharmaceutique S.A.S., Product & Project Manager, Diabetes, France

- Responsible for relaunch of rapid acting analogue insulin Result: #2 insulin in France and #1 market share
- Responsible for launch of innovative devices, needles, and service products
- Successful discontinuation of human insulin and upgrade project (50% of sales)
- Responsible for French and Europe West key opinion leader programs

10.2001 – 02.2003 Novo Nordisk A/S, Global Product Manager, Diabetes, Denmark

- Responsible for global 2nd wave launch of rapid acting analogue insulin -including development of strategy, messaging, and global launch tactics. Challenge of affiliate launch plans. Result: +1 B DKK sales passed

12.1999 – 09.2001 Novo Nordisk A/S, Graduate, Global Marketing, Denmark

- Launch Teams, Lifecycle Management and Marketing Effectiveness (internal consultant group)

BOARD ROLES

06.2021 –	Board member of T. Hansen Gruppen A/S 2+ B DKK omnichannel retailer successfully expanding into new customer segments and new markets.
05.2021 –	Board member of Technology Denmark NGO representing universities and corporations working to attract and develop IT talent incl network meetings, IT Landsholdet and more.
11.2019 – 09.2021	Member of the Philips Global Sustainability Board
05.2019 –	Founding member of Bestyrelseskvinder Øst
10.2018 – 09.2021	Board member of Agito A/S
01.2016 – 09.2021	Board member of Philips Denmark A/S
01.2016 – 06.2018	Member of Taskforce for development of district Sydhavnen -how to create a unique ecosystem for start-ups

EDUCATION

2023	CBS Executive Board Program , CBS, Denmark
2004	LIF Degree , Physiology, pathology and pharmacology, Denmark
1999	Marketing and Management , CBS, Denmark • Thesis: Long-term Customer Relationships
1998	MBA Program , Fall Semester 1998, Case Western Reserve University, US
1996	B.Sc. in International Business Administration and Modern Languages (SPRØK) , CBS, Denmark
1993	Certificat Semestriel de la langue Française , Niveau Supérieur B, la Sorbonne, France

TRAINING

2018 - 2021	Global Philips Leadership Canyons , Netherlands, Vancouver, Copenhagen
2018	Lean Advanced Training , Lean, DM, Problem Solving, Denmark
2011, 2017	Mobilising People , IMD, Switzerland
2009	Explorer Training , Development of young managers at sanofi through observation and feedback, France
2007	How to Lead , Situation dependent management, Denmark.
2005	Synergistic Management , HEC, France

In addition, I have completed numerous internal and external strategy, marketing, pricing, PR, communication, personal development, and leadership courses.

IT

- Extensive experience with CRM systems incl Salesforce and Dynamics.
 - Capable user of Microsoft Teams, PowerPoint, Excel, Word etc
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