

Board Profile – Annemette Vestergaard Thomsen

Annemette Vestergaard Thomsen
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Married to Flemming; two children – Marie (20) and Christoffer (18)

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International Commercial Board Profile – FMCG – with strong track record

International board professional, advisor and management executive with a strong track-record in strategic business development and creating profitable growth on corporate level (Toms Confectionery Group), in SMEs and in owner-managed start-ups. Holistic business understanding despite complex P&L responsibility. Delivering results by turning strategies into execution excellence while managing risks responsibly.

Value Adding:

I have a passion and proven track-record for helping FMCG businesses build a sustainable position internationally. As a board member my priority is to support and challenge the management team to focus on the key strategic tasks while striking the right balance between performance and transformation. I enjoy influencing progress and have a transparent and pragmatic approach, with personal integrity and trustworthiness as key values. Having lived and worked abroad on several occasions; I bring an outside-in mindset to the table as well as a large international network. I have worked extensively with people management in the Nordics and have a sound understanding of the cultural differences within the region.

Key Competences & Results:

- **Strategic transformation** => Under my leadership, Toms Group quadrupled EBIT in the international business and transformed from a Danish company to a true international company. Establishing strategic alignment in the management team, implementing a systematic change management approach, and building a high-performing team culture were key success factors.
- **International growth** => Customer-centric approach combined with sharp value-creation has generated aggressive revenue growth. Expert in creating win-win solutions with major retailers and in Travel Retail.
- **P&L responsibility** => 650mDKK revenue and game-changing results at Toms Group across five profit centres with fundamentally different strategic agendas. Deep understanding of the key drivers for improving a P&L in companies with broad value chain control – both in growth & turn-around scenarios.
- **International leadership skills** => Organizational development and leading teams to peak performance. 45 employees across Nordics and select overseas markets. Top results in Great Place to Work surveys.
- **ESG captain** => A dedicated advocate for the ESG agenda. As an advisor to plant-based food businesses I seek to influence the transition towards more climate friendly consumption, and as a board member I aim to identify the relevant ESG themes that can create the biggest impact.

Board Positions:

2023 – Present	Board member; Bräuner FMCG ApS
2023 – Present	Board member; Sourzing A/S
2022 – Present	Board member; Sv. Michelsen Chokolade A/S
2022 – Present	Advisory Board member; Lovemade ApS
2021 – Present	Advisory Board member; Thornæs Destilleri A/S => board member after next general assembly
2013 – 2017	Board member; Toms Sweden AB, Sweden
2011 – 2012	Board member; Danish-American Business Forum, Denmark

Professional Experience:

2017 – Present	International Business Advisor; AVT Advisory, Denmark & Australia (2017-2021)
2013 – 2017	VP International Sales; Toms Confectionery Group, Denmark Part of Group Management with reference to the CEO Global Export, Sweden, Travel Retail, Licensing & Private Label
2012 – 2013	Business Director – International & Sweden; Toms Confectionery Group, Denmark
1998 – 2013	Various international sales roles; Toms Confectionery Group, Denmark

Education:

Board Certificate at Board Company	October 2021
Master's in International Business and Modern Languages (Cand. Negot)	1991-1996