

Curriculum Vitae

Annette Brøndholt



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Resumé

Result driven skilled executive and non-executive. 25+ years of business and leadership experience from mainly the travel and fashion industry, where I have worked in a partly governmentally owned company as well as privately held and family-owned firms.

During my 15 years in SAS, I both worked in corporate staff functions and as an executive in Operations.

In By Malene Birger I was, as an operating executive and a board member, actively involved in the very successful launch of the company in 2003, and the rapid and profitable growth through to the divestment in fall 2010 of the founders shares to IC Group, where I went on to become a board member.

Since 2010 I have primarily worked as a non-executive Chairman, board member with executive roles as well as managed my family's small investment company.

Lived and worked in: Denmark, Sweden, United Kingdom, Austria, and United States.

Education

- MBA, Copenhagen Business School, Denmark, 2011
- Bestyrelsesuddannelsen, Bestyrelsesakademiet, Denmark, 2009
- INSEAD Management Program, 1993 + 1994
- M.Sc. International Trade (HA + HD-U), Copenhagen Business School, Denmark, 1988

Non-executive assignments

- Board member and investor, Weply ApS, (software/service), April 2022 –
 - Growth and strategy development agenda
- Board member and investor, EAST A/S (textile), September 2021-
 - PE owned, growth, internationalization and strategy development agenda
- Chairman and investor, Syncorder ApS (software), April 2017 –
 - Startup and growth agenda

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- Vice Chairman, SOS Børnebyerne (NGO), November 2013 –
 - Growth, strategy, and fundraising agenda

Previous assignments

- Chairman and investor, MapDiet ApS (health), 2019 – 2022
 - Start up, sold the database, and closed the company.
- Board member, Scandinavian Cosmetics Group AB, 2020 – 2022
 - PE owned, growth agenda and very successful exit of the company.
- Board member, Air Greenland, 2019 – 2021
 - Very positive development with focus on strengthening the strategy. In connection with change of government my tenure was terminated.
- Chairman, OffSpring A/S (Children's wear), 2015 – 2020
 - During my tenure revenue grew more than 50% and we focused a lot on professionalizing the organization, reporting structure etc. I left the company in connection with a change in the ownership structure.
- Board member, Birger Christensen (Fashion) 2014 – 2017
 - Board focus on strategy and optimization
- Board member, IC Group A/S (Fashion), 2010 – 2017
 - The board agenda included growth, change of strategic direction, M&A and structural changes. I left in connection with the preparation to delist the company.
- Board member, sparring partner and management coach, By Malene Birger A/S, 2009 – 2010
 - Focus on developing the organization and the strategy. Participated in selling off the company in 2010.
- Board member with executive assignments, By Malene Birger A/S, 2002 – 2005
 - Start up, focus on growth, developing the strategy and stakeholder management

Operative experience

- **Chesterfive ApS**
 - **Director 2014 –**
Managing family-owned investment company
- **Independent Management Consultant, 2009 – 2013**
Strategy consultant and management mentoring/sparring
Ad hoc management consultant tasks
- **By Malene Birger A/S, Copenhagen, Denmark**
 - **Business & Finance Director, 2006 - 2009**
Member of the Management Team (Daily Managing Director/CEO). Responsible for Finance, HR, Strategy and IT. Coordinated, prepared and led Board meetings. Oversaw growth of turnover which more than doubled (also resulting in EBIT growth) making BMB the most profitable brand within the IC Group.

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- **The Danish Embassy in Vienna, Austria**
 - **Export Assistant, 2004 – 2005**
Structured and carried out support for Danish companies regarding market opportunities in Austria.
- **SAS Commuter A/S, Copenhagen, Denmark**
 - **Vice President Business, Finance & IT, deputy CEO, 2001 - 2002**
Responsible for Finance and IT, the strategy process as well as commercial development and cooperation with SAS Airline. Main focus – change programs (cost reduction, efficiency improvement, process optimizations).
 - **Vice President Operation, deputy CEO, 1999 - 2001**
Head of Operations Division with app 850 pilots, cabin attendants and a scheduling function (logistics) – Responsible for process optimization, union negotiations and operational development. During my tenure, we managed to lower unit costs significantly, while improving customer satisfaction as well as operational performance (punctuality, reliability). Major role in the introduction of a new aircraft type.
 - **Director Administration, 1998 - 1999**
The company was a subsidiary to SAS, carrying out all regional operations on behalf of the SAS Group. App 1.100 employees and a turnover of app. 1 billion DKK. Responsible for all administration incl. HR and IT.
- **Scandinavian Airlines System, Stockholm, Sweden**
 - **Director Finance & Control, 1993 - 1997**
Responsible for project management and TQM deployment (Licensed TQM Coach). Implemented a 100 MSEK improvement program. Reporting to CFO SAS Group.
 - **Director, Assistant to COO SAS Airline, 1990 – 1993**
Major involvement in development and execution of efficiency programs (app 3000 MSEK savings, 3500 FTE reductions). Board secretary to all internal divisional Boards.
 - **Marketing Coordinator, New York, USA, 1989 - 1990**
 - **Management Trainee, Denmark/Sweden, 1987 - 1989**