

CV

Karin Bing Orgland

Personal information

Date of birth: 29 August 1959 (Drammen)
Marital status: Married, 3 children (17, 21 and 23 years of age)
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Competence

Board competence as a board member, board chair and from presentation of matters for board decisions. Membership of internal boards with non-executive members in the course of the last 7 years. Experience includes strategic change processes, acquisitions and change of top management of companies.

Strategic management in a finance market in considerable change. Leadership of managers – including management groups with different geographical locations and broad area of competence. Establishment new organisational structures – including Retail Norway. In the last 4 years this has been the biggest business area in DNB having been established through the merger of the retail market and the largest part of the commercial area in Norway. The targets embraced greater customer satisfaction, increasing market shares and profitability – including extraction of synergies.

Change management. Such as the successful integration of Postbanken with DNB – involving 600 000 customers. Complex IT implementation and extraction of cost synergies in parallel with development of customer potential.

Strategic acquisitions and mergers. As chairman, responsible for overall management of acquisitions in Sweden and Norway for DNB Finans. Responsible for divestment of business activities in Sweden. Participated in several internal merger processes – BB/DnC, DnB/NOR and headed merger process Postbanken/DNB 2011 and DNB Finans/DNB 2011. Merger of Nordlandsbanken/DNB 2012, Planned IT and customer integration Nordlandsbanken 2013/14.

Result management and line responsibility. Establishment of appropriate control structures in major organisations. Long experience in various leadership roles at levels 2, 3 and 4 – most of them related to management of sales and results. Enjoy having responsibility for and follow-up of results.

Risk and credit management. Limited industry competence through risk assessment.

Participated in DNB's group credit committee for 10 years and had credit approval authorisation delegated by the Group CEO for 4 years with limited losses. This included control of and decisions related to individual credit cases, portfolio risk, operating risk and market risk. Good understanding of

Basel 1, 11, 111 and Solvency 1 and 2, as well as various public requirements related to the financial sector. Well versed in model parks and modern risk management. Through credit assessments and customer dialogue have acquired professional competence in the real estate industry, contracting, process industry, energy-intensive industries, trading sector and service providers.

Project management. Project organisation, headed projects and steering groups. This includes feasibility studies for the establishment of Retail Norway in 2009. Integration and brand coordination of Postbanken. Brand integration and participation in steering groups related to brand switching in 2011.

Leadership style – open, honest and direct. Inclusive, targeted and action-oriented. Establish strong leadership teams and delegate authority and responsibility. May be considered tough by some. Have achieved 95% of the long-term and ambitious performance targets within the areas of responsibility which I have headed during the last 15 years. The goal realisation rate in 2012 related to profitability was more than 103%, and an average of 100% for other goals.

Experience

Board positions (companies owned by DNB and with non-executive Board members)

DNB Livsforsikring / Vital

2011-2013

During this period the life companies faced major challenges related to the rate of return and necessary provisions for increased longevity in a low interest rate scenario. Major changes in the regulatory environment, legislation and reserve requirements / investment framework have called for corresponding adjustments to strategy product ranges during the period. Brand changes.

DNB Finans

2006-2011

Chaired the Board of Directors from 2007. Market leader. Total assets of NOK 30-50bn during the period and around 500 employees. Carried out successful acquisition processes from SE Banken and Skandia Banken. These acquisitions have been profitable and defended the business cases, in spite of the financial crisis and considerable changes in operating conditions.

Experience from different leadership positions with DNB 1985-2013

Management at operative and strategic level in staff positions, different product environments, retail and corporate banking.

Spent 4 years in Group management with responsibility for Retail Norway (distribution net in Norway, retail customers, corporate customers, card financing and leasing/factoring. Roughly 5000 employees, total assets of NOK 900bn and bottom line of NOK 7-10bn.

Experience from operative sales and line management in both the retail and corporate market. Included performance responsibility, risk management and credit management.

Experience from various staff positions, including internal consultant and project work, market department, operations, customer service(call centre and controller).

Experience from sales and customer responsibility – Senior Customer Account Manager with responsibility for major industrial clients and international activities. This included structuring of syndicates and international cooperation with other banks.

Experience from previous employment

1982-1985

Public administration in the Ministry of Trade and Industry and facilitation of bilateral trade in collaboration with, among others, the Export Council of Norway (now Innovation Norway).

Sales and marketing of oil and gas – Australia (trainee).

Education

Norwegian School of Economics

1979-1982

Graduated in economics, specialising in finance and financial control

University of Pittsburgh, PA

Engineering – exchange student via the Norway America Association

Subsequent education and leadership training

E-business at the Norwegian Business School 2002 5 credits

IMD Senior Management Programmed for DNB 2010-2011

Management at Lund / Norwegian Business School customised for DNB 1996-1997

Chronological summary of positions and responsibility

1985-2013	DnC, DnB, DnBNOR, DNB and represented DNB on boards and committees
2009-2013	<u>Group Director DNB, Retail Norway</u> Responsibility for retail market Norway, most of the corporate market Norway, leasing, Factoring Scandinavia. Consumer Finance Scandinavia. Distribution of services through Post in the Shop and Bank in the Shop. Strategic management and headed managers with considerable level of control. Profit of NOK 10bn before losses and tax in 2013 – up from NOK 7bn in 2009. Troughly 5000 employees and lendings of NOK 900bn.
2005-2009	<u>Divisional Director Corporate Market East.</u> Responsibility for sales and service of corporate clients in the east of Norway. Combination of strategic and operational management. Sales management, credit management and risk management. Headed managers in spread geographical locations. Roughly 300 employees, profits of NOK 1.8bn and lendings of around NOK 80bn.
2003-2005	<u>Divisional Director Business Support Corporate Market</u> Embraced online bank, call centre, IT procurement, marketing, loan production and repository. Coordination of many parallel departments, management of efficiency and quality improvements. head of service production and complex value chains.
2002-2003	<u>Head of Market and Distribution.</u> Included market department, online bank and customer support, repository and responsible for the Small and Medium-Sized Business segment. Operative management and development of staff areas.
2001-2002	Project manager and responsibility for Small and Medium-Sized Business segment. . Project management and consultancy work.
2000-2001	<u>Leave of absence</u> related to private building project. Construction manager.
1996-2000	<u>Regional Bank Manager Oslo and Akershus.</u> Retail market and small businesses. Operational and strategic management. Sales management and management of a retail organisation.
1992-1196	Head of Guarantee Department. Team leadership and product competence. Contracting competence.
1985-1995	Customer Account Manager and Senior Customer Account Manager. Major industrial clients and international clients. International banking experience and leadership of flexible customer team. Sales and customer follow-up.
1983-1985	Consultant, Ministry of Trade and Shipping. Responsibility for bilateral trade and export-promoting initiatives. Ministry's representative on the Export Council's committee for export-promoting initiatives.

1983 **Trainee with Santos Ltd. Adelaide AS Australia.** Market surveys and sales of oil and gas. Working language: English.

Other personal information

Keen on sport and outdoor activities, in particular cross country skiing and mountain walking.

Have participated in children's activities, partly through refereeing for football teams and leading school choir. Member and chair of Slemdal Private School After-School Activities (SFO) for 4 years. Previously a full-day school and then one of 4 SFO schools in Norway.

Grew up in a small family business and became interested in the competitive ability and innovation of medium-sized Norwegian companies, partly through DNB's Innovation Prize for the last years.

Art and cultural interests. Interested in modern Norwegian Fine Arts and cultural heritage. Headed building activities related to conversion of house from 1901. Modernisation of interior and restoring the exterior to its original style. Hired as an adviser by the owners of Røisheim Mountain Hotel in Bøverdalen / Lom – to advise on both operations and maintenance.

Involved in Alumni milieu for student of the Norwegian School of Economics in the period 1975-85, including anniversary celebrations and committees.