

# MARTIN KJÆR HANSEN

## 👤 SUMMARY / MY ROLE IN THE BOARD ROOM

- Energetic and empathic business leader and strong communicator. High on Emotional Intelligence (EQ) and interpersonal skills. Curious and courageous.
- Strong equity and capital market experience through more than 12 years combined tenure across Equity/Credit Research, Treasury and as an award-winning Head of Investor Relations for a C25 company.
- Relentless results drive and cost focus, through “DNA” and skills developed over more than 12 in a highly competitive and low margin business (ISS) – including solid cost-out and turnaround experience.
- Broad-based experience from practically speaking all angles of running an international finance organization, and as such potentially a candidate for an Audit & Risk Committee
- International service industry experience. Brought up professionally in a people centric company, spearheading the “S” in ESG, through responsible focus on well-being and opportunities for our more than 350,000 employees and their families
- I am a “next generation Board Member” and as such contribute with age diversity and differences in perspective and mindset – including a clear sense of urgency in adjusting to the future on the agenda of AI/digitalization and ESG, among others.
- Strategic thinker focused on getting most out of life, getting things done and always aspiring to go from "good" to "great" – for myself, for people around me, and for the businesses I work for

## ★ KEY ACCHEIVEMENTS

- Through a combination of high emotional intelligence (EQ) and a relentless drive for results, I have a strong track record for delivering results through teams and talents around me.
- Solid track record of attracting, identifying and retaining top talents – and in seeing and unleashing the full potential in individuals around me
- Successful leadership across practically speaking all areas of running an international finance organization – from Investor Relations, Treasury and Business Finance, to Finance Operations – including everything from Financial Controlling, Accounting, Risk, Internal Financial Controls, Compliance, External Reporting, Payroll etc.
- Key driver behind numerous cost-out processes at both ISS Group HQ and ISS Denmark – and as Board Member also at SIGNAL, LED iBond and A Table Story. As a result, ISS Denmark is set to reach the lowest overhead cost structure across the Region

- Successful turnaround of ISS Denmark including 1) record contract wins and growth rates (2023/2024), 2) successful cost-out and various operational turn-around initiatives, 3) resulting in record margin improvement (2023-2024) and 4) the best cash flow across ISS globally (2023)
- Key part of building out Shared Service Centers in Warsaw (2021-2023) and a spear-head in doing so also in Gdansk (2024)
- Pre-IPO preparation and successful listing of ISS A/S on the stock exchange (March 2014), and subsequently responsible for establishing an Investor Relations function at ISS A/S. Awarded as Top-3 "Best IR of IPO, Europe" (IR Magazine, 2014), winner of "IR Rising Star, Europe" (IR Magazine, 2016) and Top-4 "Best IR in Denmark" (Regi, 2019)
- Successful hands-on financial support as Advisor for A Table Story - from launch and scale-up (2014-2019), financial crisis management to ensure company survival during Covid-19 lock-downs (2020-2021), as well as a devastating fire (2021) and subsequent successful insurance case and rebuild (2022). Key part of successful sale of company (2024)

## ★ BOARD / ADVISOR EXPERIENCE

### **Board Member, SIGNAL,**

December 2022 — Present

### **Advisor, CVX Venture**

October 2021 — Present

### **Board Member, LED iBond (listed on Nasdaq First North)**

March 2021 — April 2024

### **Advisor ("hands-on"), A Table Story**

October 2014 — March 2024

### **Board Member, DIRF**

March 2016 — April 2020

## 📁 WORK EXPERIENCE

### **Country CFO, ISS Denmark**

2023 Aug — Present

- ISS Denmark, with revenue of around DKK 3.2 bn annually, has around 6,000 employees making it the leading Facility Services Company and one of the 10 largest private employers in the country.

### **Senior Vice President, Head of Group Finance Operations at ISS,**

2023 — 2023

- Responsible for a range of teams at the core of operating the Group Finance organization, Including: Group Financial Controlling, Group Accounting, Group IFRS Compliance, External Reporting, Internal Financial Controls, Payroll

### **CFO, Global Operations at ISS,**

December 2022 — 2023

- Finance responsibility and support to Global Operations and Group COO, Troels Bjerg

### **Vice President, Head of Group Business & Central Finance at ISS,**

October 2020 — 2023

- *Scope of responsibility gradually increased from 2020-2023 to cover a +40 people truly international organization with employees across multiple countries and regions.*

- *GROUP BUSINESS FINANCE* focused efforts towards improving business insight and performance via Group Finance Business Partnering, Group Business Controlling and Group Finance Management Consulting
- *GROUP CENTRAL FINANCE* covered all relevant finance aspects of managing the Global HQ incl. an annual DKK 2 billion gross spend, handled through Group Accounting, Group Cost Controlling and Group Payroll

#### **Vice President of Finance, Europe at ISS (Regional CFO)**

2020 — 2021

- Overall regional finance responsibility for a cluster of European countries, including ongoing financial and operational reviews, Budget review and alignment, restructuring projects, M&A and similar.

#### **Vice President, Head of Investor Relations at ISS,**

February 2018 — December 2020

- Close and trusted advisor to Executive Group Management and the Board of Directors
- External company spokesperson, communicating ISS strategy and results to investors across the world
- Extensive Road Show activity - traveling across more than 20 countries, marketing ISS to investors across the world
- Crisis communication during unprecedented turbulent and challenging times for ISS (historically weak results, malware attack, Covid-19 etc.)

#### **Senior Investor Relations Manager**

January 2015 — January 2018

#### **Head of Investor Relations (Interim) at ISS**

January 2014 — December 2014

#### **Treasury Manager at ISS**

June 2012 — December 2013

#### **Analyst / Team Lead - Equity & Credit Research at Jyske Bank**

March 2008 — May 2012

## ★ RECOGNITION

#### **Next Generation CFO program, Deloitte (Nominated by Group CFO, ISS),**

April 2023

#### **CFO Rising Star, PWC,**

June 2022

According to a jury consisting of various CFOs and headhunters:

*"Martin was awarded CFO Rising Star of the year on the back of his strong business understanding, solid leadership capabilities and results, as well as strong personality and communication skills"*

#### **High Potentials Talent Program, ISS ("Future CFO" talent program)**

#### **Award winning Head of Investor Relations**

- Top-4 "Best IR in Denmark" (Regi, 2019)
- Winner of "IR Rising Star, Europe" (IR Magazine, 2016)
- Top-3 "Best IR of IPO, Europe" (IR Magazine, 2014)

#### **Employee of the year 2014, ISS**

## EDUCATION

### **MSc. in Economics & Auditing, Aarhus School of Business**

September 2011 — March 2015

*The programme combines Accounting, Auditing, Business Law and Tax Law, and provides the theoretical foundation for becoming a state-authorized public accountant*

### **MSc. in Finance & International Business, Aarhus School of Business**

September 2009 — June 2011

*The programme combines Finance, Accounting and Strategy*

### **NLP Coach, NLP Basen, Copenhagen**

2019 — 2020

*Neuro-Linguistic Programming (NLP) centers around factors accounting for success in human performance. It is an education in human excellence - the technology of the mind, the science of achievement, and the study of success*