

Procedure for annual evaluation of the Board of Directors and the Executive Management Board

The Board of Directors has established an evaluation procedure for an annual evaluation of the Board of Directors, and the individual members, and an evaluation procedure for the Executive Management Board.

All members of the Board of Directors and the Executive Management complete a survey and questionnaire evaluating and rating among others,

- Contribution and results within each function of the company
- Cooperation between the Board of Directors and the Executive Management Board
- The Chairman's leadership of the Board of Directors
- The composition of the Board of Directors
- The committee structure and work performed in the committees
- The organization and the quality of material submitted to the Board of Directors

The survey is followed up by individual structured interviews of each member of the Board of Directors and the Executive Management Board. In the interviews with the individual board members the reasonable number, level and complexity of other management functions is also evaluated, and each member of the Board of Directors is encouraged to assess the expected time commitment in other management functions to ensure that the member does not take on more functions than the member can complete a satisfactory level for the company. An evaluation of the composition of the Executive Management considering Lundbeck's strategy is also part of the interview and is also a natural part of the continuous dialogue between the Chairmanship and the CEO.

External assistance is used for the evaluation of the Board of Directors at least every third year, which was the case for the evaluation in 2019.

The conclusions of the evaluation are presented to and discussed by the Board of Directors. The overall principles of the procedure and the general conclusions are made available in the Annual Report (the management commentary) and on the company's website, www.Lundbeck.com, and the Chairman will account for the evaluation, including the process and general conclusions, at the annual general meeting prior to election of the board of directors.

This procedure is implemented in accordance with Corporate Governance recommendations 3.3.1, 3.3.3, 3.5.1, 3.5.2 and 3.5.3.

Approved by the Board of Directors in December 2019.