

DIRFdagen
2021

Embracing change

23 September 2021
Live at 9.00am

Gorrissen Federspiel, Axel Towers, Copenhagen

DIRF
Dansk Investor
Relations Forening

Program

**DIRFdagen
2021**

09.00-09.10

Welcome

Rachel Curtis Graversen, Moderator
Claus Ingar Jensen, DIRF Chairman
Mikael Philip Schmidt, partner, Gorrissen Federspiel

09.10-10.00

Keynote: Our ESG journey

Marianne Wiinholt, Executive Vice President, CFO at Ørsted
Allan Bødskov Andersen, Head of Investor Relations

10.00-11.00

IR learnings and key take-aways from working during the pandemic

Mikael Philip Schmidt, partner, Gorrissen Federspiel
Jesper Søgaard, CEO, Better Collective
Peter Kondrup, Vice President Investor Relations, Carlsberg
John Lauritsen, Managing Director, Chr. Augustinus Fabrikker

Along with the rest of the world, IR professionals were thrust overnight into remote-working. Our new reality meant we had to find new ways of operating, as tried and tested decision-making processes and lines of communication became obsolete. We ask our panel of experts: What did we learn, which legal or regulatory challenges did we face, and which working practices will we take with us as we return to our desks?

Program

11.00-11.30

Coffee break

11.30-12.30

The strategic role of Investor Relations

Anders Mohr Christensen, Vice President Group Strategy & Investor Relations,
Chr. Hansen Holding

Ellen Bjurgert, Vice President, Investor Relations, Coloplast

Henrik Lund, Head of Investor Relations, Matas

A monumental shift in today's equity markets has redefined the relationship between companies and their investors. Today's IR professionals need to be proactive leaders capable of building constructive relationships internally as well as externally in order to help build a clear understanding of the company's vision, strategic focus and goals - as well as the risks attached to the business.

12.30-13.30

Lunch

**DIRFdagen
2021**

Program

13.30-14.00

Keynote: ESG – pro- or reactive communication

Anthony Abbotts, Director Group Sustainability, Rockwool Group

Thomas Harder, Director, Group Treasury & Investor Relations, Rockwool Group

Transformation of business model, company culture and technology to the new sustainable agenda

**DIRFdagen
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14.00-15.00

ESG – pro- or reactive communication

Susanne Stormer, Partner & Head of Sustainability, PwC Denmark

Marco Kusic, Head of ESG Research, Nordea Markets

Klaus Ørtoft Hansen, Chief Portfolio Manager, Head of Equities, PFA Asset Management

Kristina Øgaard, Head of Sustainability Strategy & Governance, Danske Bank

What and when shall we communicate on ESG? With growing regulatory requirements, companies need to report compliance with relevant laws and recommendations rather than communicating how they measure up to a particular metric or index compiled by experts. How can IR departments ensure they create a gold standard for sustainable financial reporting

Program

15.00-15.30

Coffee break

15.30-16.30

Keynote: 'IR in a post-pandemic world'

Ulrik Bie, Economic Editor, Berlingske

An unprecedented health challenge was met with exceptional fiscal and monetary measures from governments across the globe. However, throwing money from a helicopter to support society was the easy part: Major challenges now face national economies, policy makers and financial markets as we try to navigate the new post-pandemic landscape

16.30

**Take-aways from the day
- Thank you for joining us**

Rachel Curtis Gravesen

Drinks reception and networking

**DIRFdagen
2021**

09.00-09.10

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Rachel Curtis Gravesen, Moderator

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Mikael Philip Schmidt, partner, Gorrissen Federspiel



[Go to DIRFdagen to read more about the speakers](#)

09.10-10.00

**DIRFdagen
2021**

Keynote:

Our ESG journey

Marianne Wiinholt, Executive Vice President, CFO at Ørsted

Allan Bødskov Andersen, Head of Investor Relations



[Go to DIRFdagen to read more about the speakers](#)



Orsted

Our ESG journey

DIRFdagen 2021

23 September 2021

Today's speakers

Marianne Wiinholt – Group CFO



Marianne Wiinholt has considerable executive management experience. Since 2013, Marianne Wiinholt has acted as CFO in Ørsted A/S. Marianne Wiinholt has extensive experience within finance and accounting and considerable knowledge and experience in leading, driving and delivering a sustainability agenda on a global scale.

Allan Bødskov Andersen – CFO Onshore & Head of IR



Allan Bødskov Andersen is CFO Onshore & Head of Investor Relations. He joined Ørsted in 2006 and has extensive experience with funding & capital structure, corporate rating, treasury and financial risk management. Before joining Ørsted Allan was Advisor in Denmark's Central Bank and was external associate professor at Copenhagen Business School and Copenhagen University 2000-2010.

Our vision
**Let's create a
world that
runs entirely on
green energy**



Ørsted at a glance



Offshore

- Global market leader
- Develops, constructs, owns, build and operates offshore wind farms
- Growing renewable hydrogen pipeline



Onshore

- Onshore wind farms, Solar PV and energy storage
- Presence in US and Europe



Bioenergy & Other

- Power and heat
- Energy products for customers

Headquarter:

Denmark

Number of employees:

6,500

EBITDA 2020:

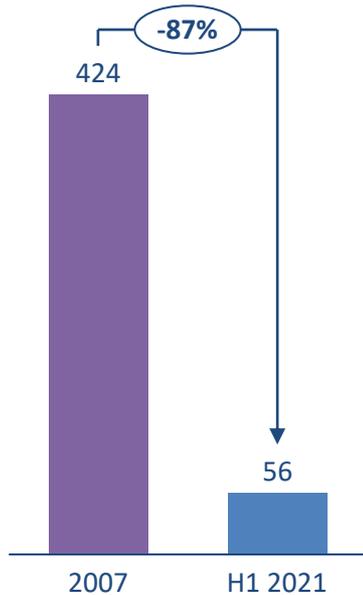
DKK 18.1bn

Our global footprint

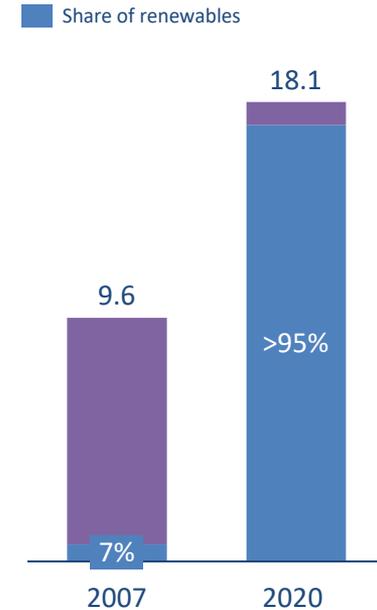


Our transformation: From fossil-based to green in a decade

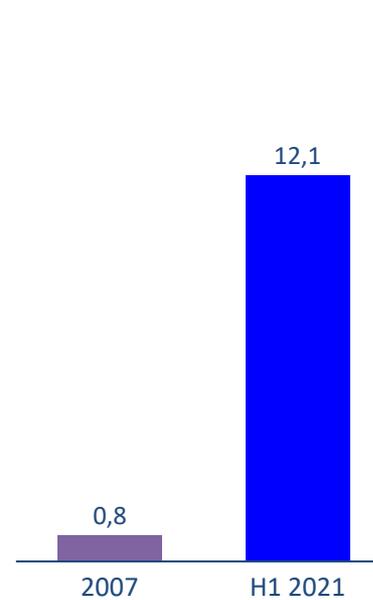
CO₂ reduction
g CO₂e/kWh



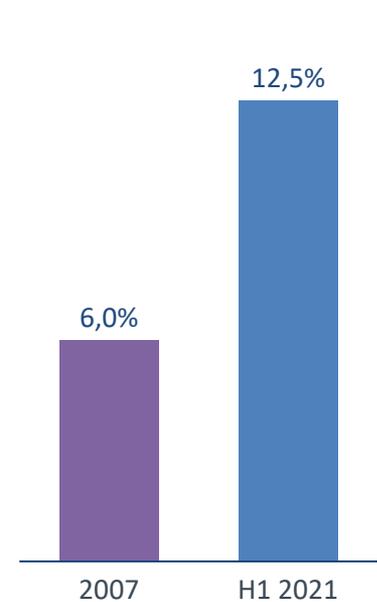
Business transformation
EBITDA, DKKbn



Renewable capacity
Installed, GW



Profitability
ROCE, %



Transforming Ørsted

1

Dismantle fossil fuels and utility business

- 40% of conventional power plant capacity closed
- Remaining plants converted to sustainable biomass
- Upstream oil and gas business divested
- Power distribution and retail businesses divested
- LNG business divested

2

Build global renewable energy business

- Offshore wind market leadership established in Europe
- Globalisation through market entry in APAC and US
- US and UK onshore wind, solar PV, and storage business established through acquisitions
- Promising green hydrogen pipeline

Ørsted's transformation ranks among the world's top business transformations of the decade

Harvard Business Review, 'Top 20 Business Transformations of the Last Decade'

No	Company name, HQ
1	 Netflix, US
2	 Adobe, US
3	 Amazon, US
4	 Tencent, China
5	 Microsoft, US
6	 Alibaba, China
7	 Ørsted, Denmark
8	 Intuit, US
9	 Ping An, China
10	 DBS Group, Singapore

No	Company name, HQ
11	 A.O. Smith, US
12	 Nestle, Finland
13	 Siemens, Germany
14	 Schneider Electric, France
15	 Cisco, US
16	 Ecolab, US
17	 Fujifilm, Japan
18	 AIA Group, China
19	 Dell, US
20	 Philips, Netherlands

Source: Harvard Business Review (hbr.org), September 2019

Going further: Our 2030 aspiration

Become the world's leading green energy major



One of the world's largest **green electricity producers**

Global no. 1 in offshore



Global top 10 in onshore



A global leader in renew-able H₂ & green fuels



One of the world's largest and most value creating **deployers of capital** into the green transformation



The world's leading **talent platform** in renewable energy



A **globally recognised sustainability leader**



A core contributor and **catalyst for change** towards a world running entirely on green energy

On track to become carbon-neutral in scopes 1, 2 and 3



2025

Carbon-neutral company



Phase-out coal in 2023



Renewable energy build-out



Green operations

Scopes 1 & 2

-98 %

2040

Carbon-neutral company



Decarbonise supply chain



Wholesale buying and selling of natural gas

Scopes 1, 2 & 3

-100 %

#1

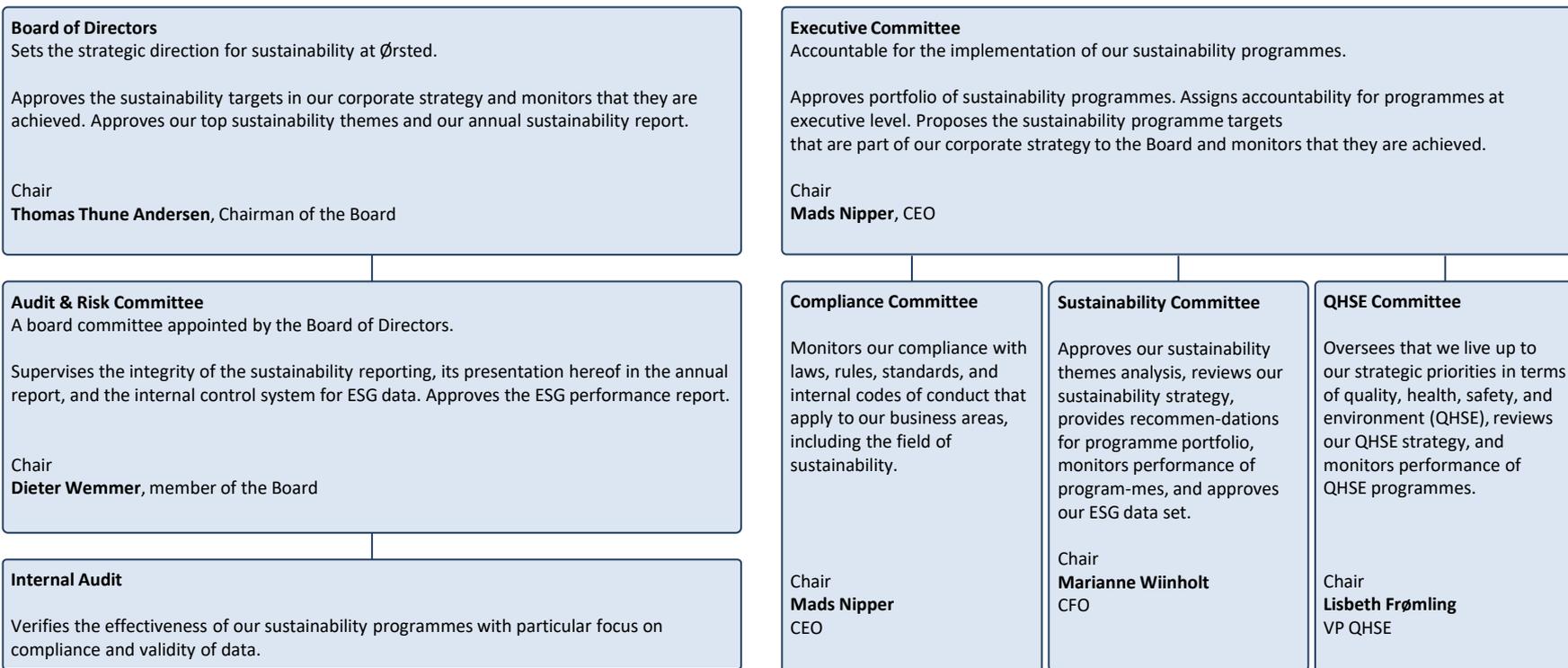
World's most sustainable
energy company
– three years in a row



The elements of solid foundation for sustainability leadership



Our sustainability governance



A full sustainability programme consists of...



Understanding of the key challenges within the theme



Targets and indicators



Concrete actions towards targets



Governance structure and policies



Continued reporting on progress



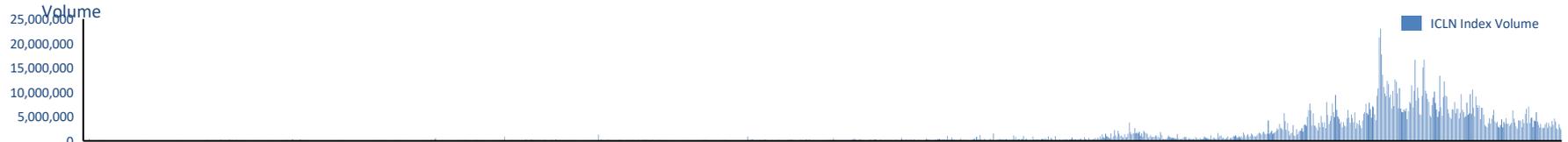
Defined desired impact on SDGs

Share price development impacted by Clean Energy ETF's...

Share price



Volume traded of iShares Global Clean Energy ETF¹



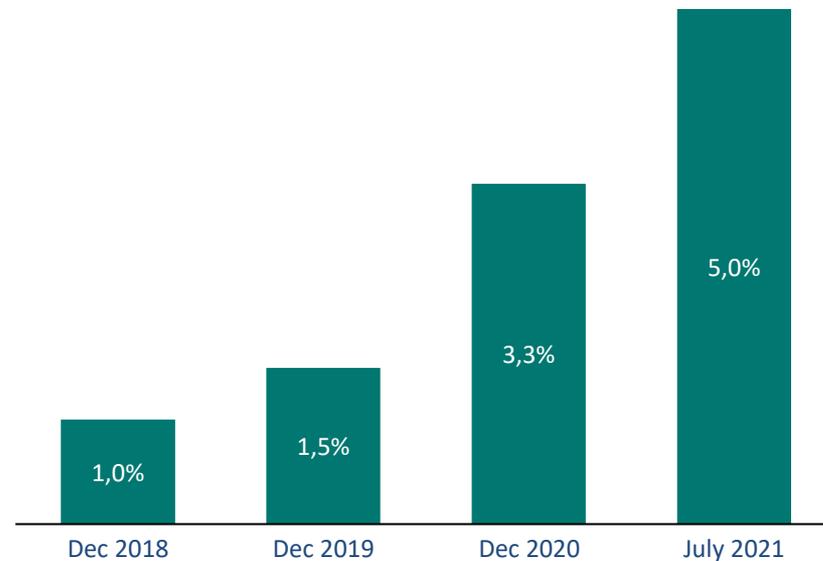
¹The iShares Global Clean Energy EFT (ICLN) is an exchange-traded fund that tracks the performance of the S&P Global Clean Energy Index; As of 27 Aug 2021, Ørsted's weight in the fund was 7.74%
Source: Tickers from Bloomberg as of 27 August 2021; Original currency EUR excl. Ørsted in DKK

...but also significant increase in active investor engagements

Direct engagement from investors on ESG

- Board composition and nomination policy (addressed to Chairman)
- Work-force diversity
- Supply chain audits during Covid-19
- Waste-water questionnaire
- Biodiversity framework
- Ocean impact
- Blade recycling and landfill
- Biomass for combined heat and power plants
- Employee churn rate
- Greenhouse gas intensity

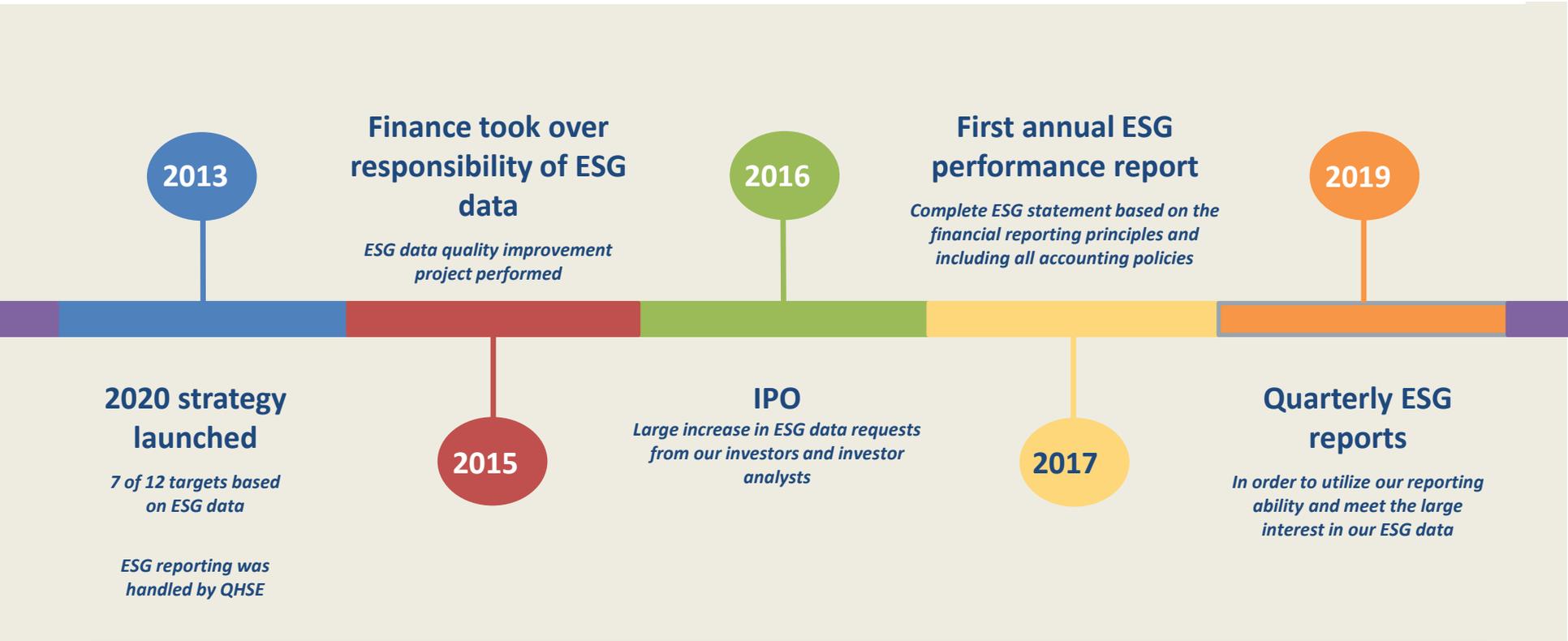
Significant increased in dedicated 'ESG shareholders' % of total shares



IR collaborate with numerous stakeholders on ESG-efforts



Building a solid data foundation



Using ESG rankings to monitor performance



Systematic approach to improving ESG ratings

We have established a systematic approach to close gaps that arise from our work with prioritized ESG ratings:

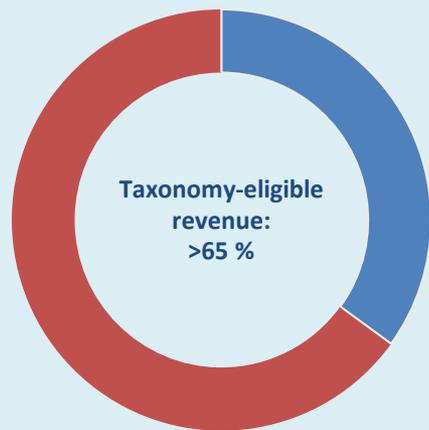
1. Systematically map the main gap to achieve top scores
2. Extract the gaps with the highest frequency
3. Priority gaps added to our ESG rating action plan
4. New action items aligned with business and implemented
5. Annually
 - ESG action plan discussed in the Sustainability Committee
 - Sustainability programmes and ESG reporting is updated

Current focus and recent initiatives:

- Ban on landfill of blades
- Net positive biodiversity impact from 2030
- Focus on gender diversity

Rating agency	2020 score	Scale	Benchmark
	A	D- to A	Awarded highest possible rating for two consecutive years. Recognised as global leader on climate action
	AAA	CCC to AAA	Ørsted awarded the highest possible rating by MSCI for four consecutive years
	20.5	0-40+	Ørsted rated as 'medium' risk and placed in the 4 th percentile in the electric utilities subindustry
	80	0-100	Ørsted awarded a Platinum Medal for being among the top 1% of companies assessed by EcoVadis
	B+	D- to A+	Ørsted placed as no. 1 among all utilities rated by ISS ESG and awarded 'Prime' status
	64	0-100	Ørsted in top 2% (no. 71 of 4,842 companies) in V.E.'s rating universe

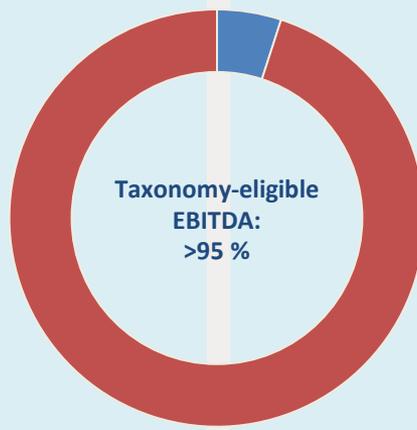
The EU is defining 'green' – Implementation of the EU taxonomy



Revenue

Taxonomy-eligible: Offshore, onshore, and bioenergy-based heat and power generation; renewable certificates/grants; partner revenue from construction, O&M, and power sales agreements

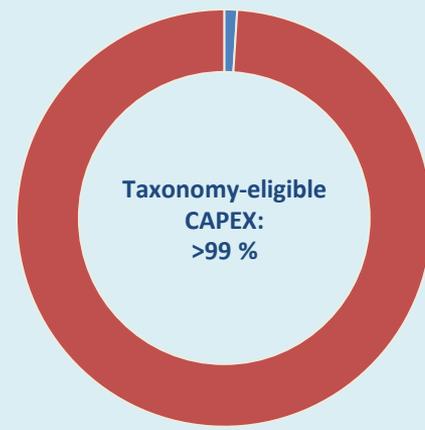
Non-eligible: Legacy natural gas activities; fossil-based heat and power generation; power sales to end customers



EBITDA

Taxonomy-eligible: Offshore, onshore, and bioenergy heat and power generation; renewable certificates/grants; construction agreements and divestment gains

Non-eligible: Fossil-based part of our CHP activities and gas sales business



CAPEX

Taxonomy-eligible: Mainly related to the construction of offshore and onshore wind farms and solar PV assets

■ Taxonomy-non-eligible ■ Taxonomy-eligible

Financing climate action

Green bond framework

- Since 2017, all new Ørsted bonds have been issued in a green format, and we will continue to deploy green financing going forward
- Outstanding green bonds currently account for more than half of Ørsted's total bond portfolio
- Our 'Green finance framework' has received the highest possible grading – a dark green shading – from CICERO Shades of Green
- We have issued 11 green bonds with a total value of DKK 27.1bn
- With our green financing, we support progress towards the Paris Agreement and aspire to have a transformative impact on the UN Sustainable Development Goals #7 on affordable and clean energy and #13 on climate action



15.5 million people

can be powered annually by the seven green bond projects in operation and under construction¹



2.7 million tonnes CO₂

avoided emissions potential from allocated green bond proceeds annually²

113 tonnes CO₂

avoided emissions potential
per DKK 1 million
allocated proceeds annually²

Questions?



10.00-11.00

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IR learnings and key take-aways from working during the pandemic

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[Go to DIRFdagen to read more about the speakers](#)

IR learnings and key take-aways from working during the pandemic

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11.00-11.30

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Coffee break



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Premium conference sponsor

/ritzau/



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IHS Markit

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Q4

Computershare

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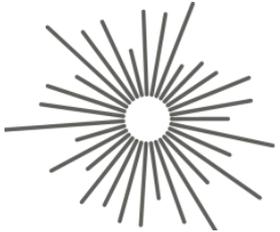
Noted



investisdigital.

Main sponsor

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Gorrissen Federspiel

We are a leading law firm in Denmark with strong international relations. We advise companies, funds and public authorities in all corporate law areas. We act as trusted advisers to a large number of Danish and international clients. Our firm is organised in practice areas. Through the high degree of specialisation, our experts accumulate in-depth insight into the individual specialist fields and industries, and our clients' challenges. In this way, our specialist lawyers create value for all clients and solve legal issues based on solid knowledge of market practices and of business strategies and commercial circumstances. We have strong international relations, and we cooperate with some the world's leading law firms, banks, audit firms and insurance companies. Therefore, we guarantee our clients professional advice at short notice exactly when and where it is needed. Our international outlook is a natural part of our services.

Read more 

Premium conference sponsor

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Som såvel allerede noteret selskab, eller helt ny-noteret selskab på børsen, kan det opleves tidskrævende at skulle udarbejde og udsende selskabsmeddelelser til alle stakeholders. Hertil kommer, at det også kan føles lidt usikkert at skulle overholde alle regler og krav til korrekt kommunikation til markedet.

Med kommunikationsplatformen Via Ritzau slipper du for bekymringer – vi har her samlet alle relevante interessenter, medier og journalister i ét system. Få mere information om Ritzaus IR løsninger her: <https://ritzau.com/selskabsmeddelelser/>

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We specialise in on-going reporting for IR teams, as well as high profile mergers and acquisitions, takeovers, activist campaign defences, capital raising, and other events that inevitably lead to change in a company's shareholder structure. Uniquely, CMi2i is the only company armed with the methodology and proprietary intelligence tools needed to truly accurately identify share and bondholders. Our reports have been specifically designed to provide near real-time insights and guidance on the evolution of a company's share ownership, whether that change is prompted by a capital event or by a shifting capital market story. Learn more at www.cmi2i.com.

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BystedFFW

BystedFFW designs brands and visual experiences and helps them live through strong visual identities and design programs. For more than 30 years, we have been a trusted partner to some of the largest Danish and international companies and public institutions within the areas of corporate branding, corporate reporting and digital experiences and design. We work across analogue and digital media with a strict effort on quality down to the smallest detail, and we are recognised by our insights, focus on strategy, and effective project management throughout the whole co-operation. Our focus is on visualising key messages in a way that is thoroughly aligned with the corporate identity and strategy, as we help our clients design strong brands and communicate vision and purpose through long lasting visual identities. As part of FFWAgency we combine our design competences with agile web development in creating digital experiences for clients all over Europe.

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Watch video 

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AlphaSense

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At Get Visual, you will meet the most experienced corporate production team in Denmark. Regardless the size of your company and the type of event, be assured, Get Visual will deliver the right solution – and make you, your message and brand stand out. We offer equipment, technicians, project management, creative sparring and production for meetings and events – from boardroom to ballroom. Our focus is always on the customer, thus having an eye on costs. The distinguishing characteristic of Get Visual is passion, professionalism, and creativity. Get Visual is ready to meet your challenge – are you ready to meet us?

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Read more 

11.30-12.30

**DIRFdagen
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The strategic role of Investor Relations

Anders Mohr Christensen, Vice President Group Strategy & Investor Relations,
Chr. Hansen Holding

Ellen Bjurgert, Vice President, Investor Relations, Coloplast

Henrik Lund, Head of Investor Relations, Matas



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The strategic role of Investor Relations

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2021

A monumental shift in today's equity markets has redefined the relationship between companies and their investors. Today's IR professionals need to be proactive leaders capable of building constructive relationships internally as well as externally in order to help build a clear understanding of the company's vision, strategic focus and goals - as well as the risks attached to the business.

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13.30-14.00

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Keynote:

ESG – pro-or reactive communication

Transformation of business model, company culture and technology to the new sustainable agenda

Anthony Abbotts, Director Group Sustainability, Rockwool Group

Thomas Harder, Director, Group Treasury & Investor Relations, Rockwool Group



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DIRFdagen 2021: **ESG pro- or** **reactive** **communication**

Thomas Harder

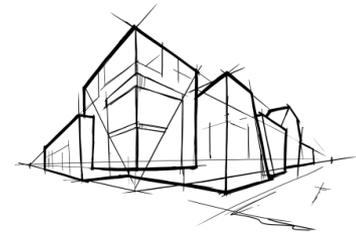
Director, Group Treasury & Investor Relations

&

Anthony Abbotts

Director, Group Sustainability

ROCKWOOL Group



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Introduction to
Investor relations and ESG

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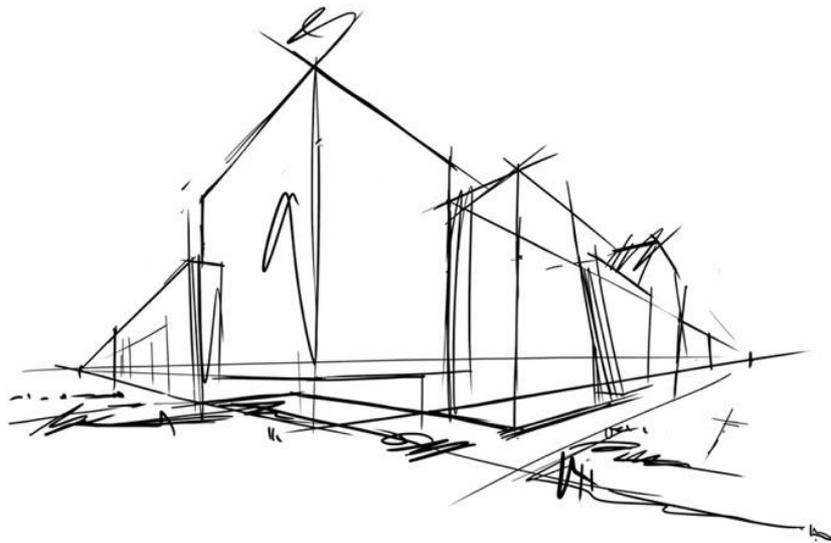
Sustainability approach,
value chain and SBTi

3

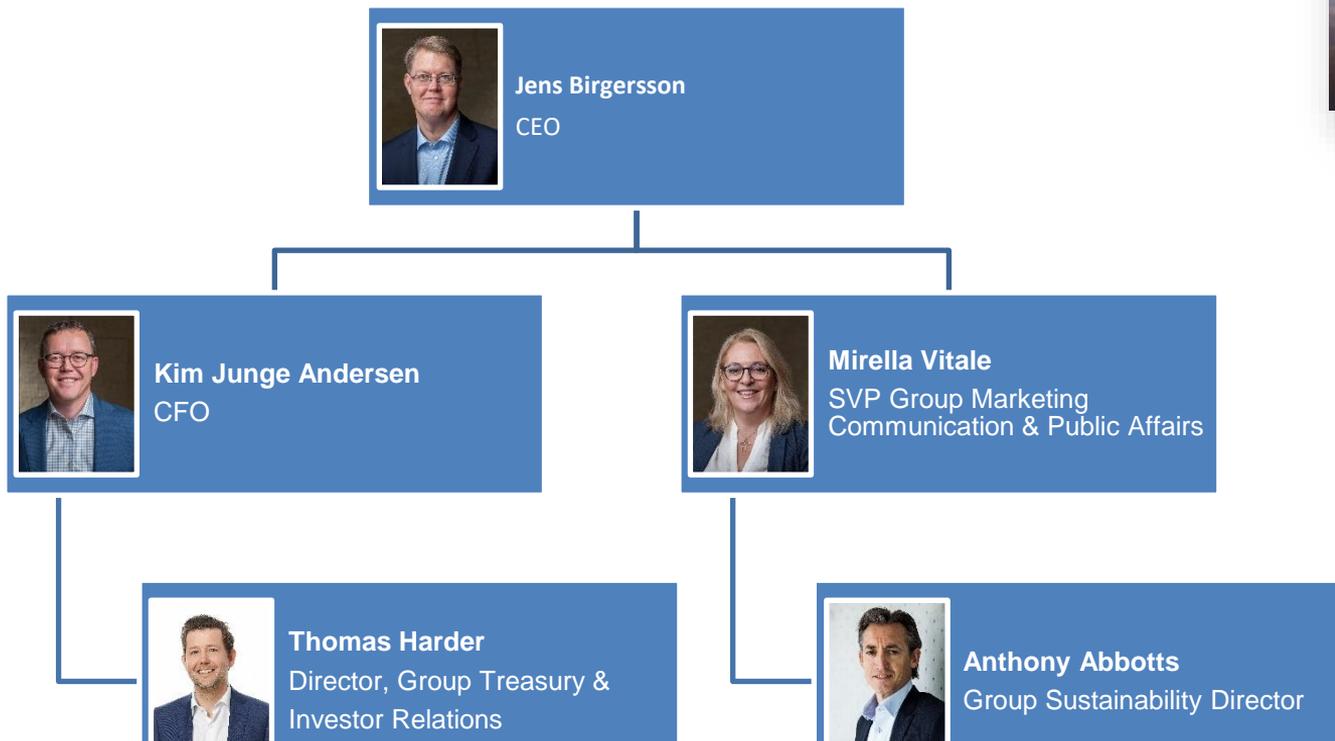
Sustainability goals

4

ESG communication
and performance



Organisation IR & ESG



ESG development in Investor Relations

ESG investor calls



Rating agencies



Analyst coverage

2018

ABG Sundal Collier
Carnegie
Danske Bank
Exane BNP Paribas
Nordea
Sydbank

2021

ABG Sundal Collier
Barclays Capital
Carnegie
Danske Bank
Exane BNP Paribas
Handelsbanken
HSBC
Jyske Markets
Morgan Stanley
Nordea
On Field Research
SEB
Société Générale
Sydbank

... and
more
pending

Indexes - ROCKWOOL entrance dates



95%

revenue from
insulation business
is taxonomy-eligible



100%

of ROCKWOOL's
products are
classified as SDG
positive by Trucost

Trucost
ESG Analysis

S&P Global

“ The times when sustainability meant declarations of good intentions and platitudes neatly wrapped in green and recycled paper are thankfully about to be over. Now it is about setting and meeting ambitious goals, exactly as we do in business when reporting on financial results, commented ROCKWOOL Board Chairman Thomas Kähler in accepting the award.

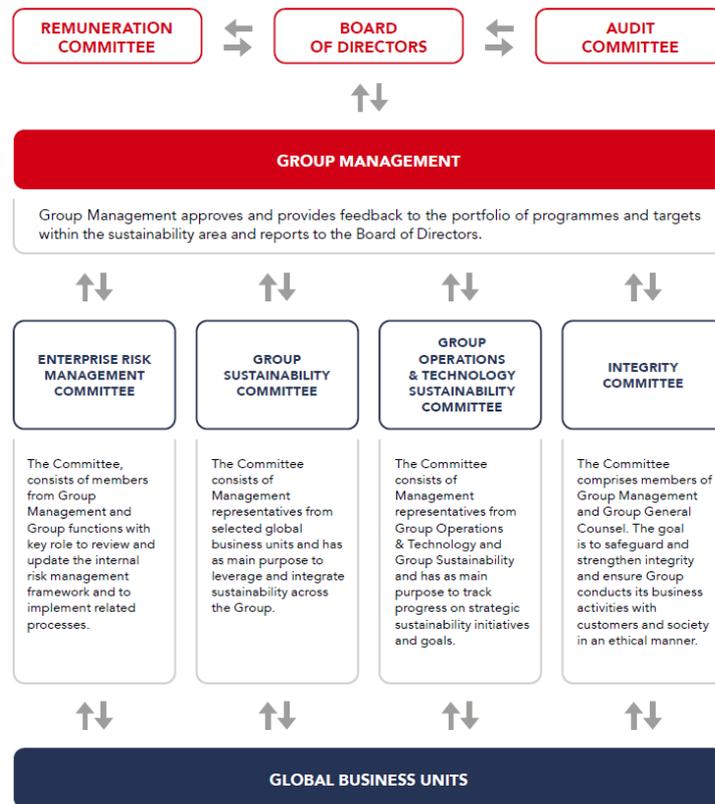


Our brands



Sustainability focus areas, risks and governance

- Sustainability is **integral to our business strategy**
- We pursue **a fact-based, auditable approach** backed up by third-party references and methodologies
- We actively contribute to **10 Sustainable Development Goals (SDGs)** and **have set six sustainability goals and two science-based targets**, all of which are SDG aligned
- The performance measurement of our six sustainability goals **was verified and assured by an external partner for the first time**



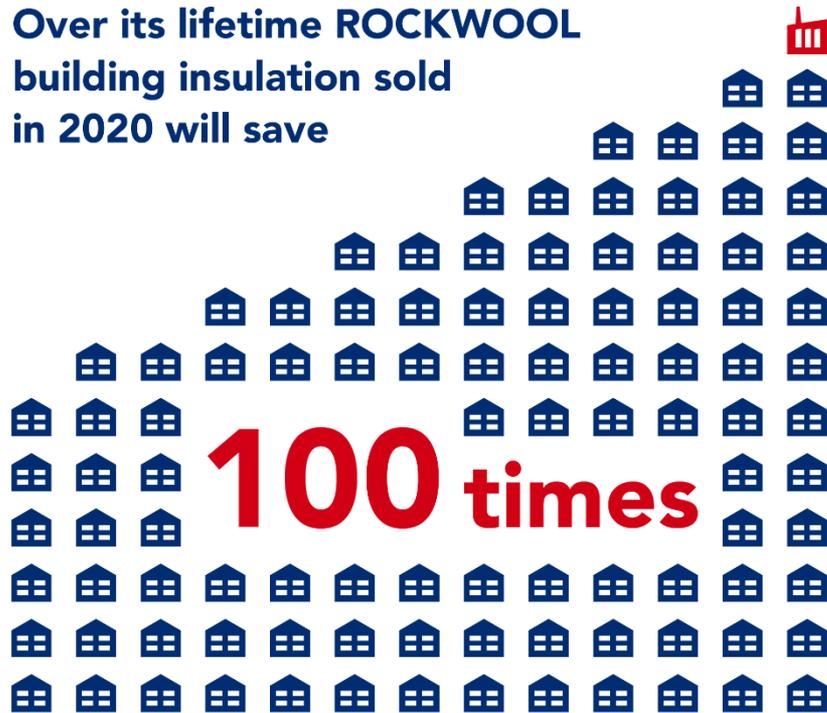
Measuring our progress against the Global Goals

Increasing our positive impact

We are increasing our positive impact on people and society by maximising our positive product impact and minimising our operational footprint.



Over its lifetime ROCKWOOL
building insulation sold
in 2020 will save



the carbon emitted and energy
consumed in its production.

See <https://www.rockwool.com/group/carbon-impact/#methodology>

Decarbonising our business and value chain

- In December 2020, we set two science-based targets:
 - Reducing factory absolute greenhouse gas emissions by 38% by 2034 (relative to baseline year 2019)
 - Reducing non-factory, absolute lifecycle greenhouse gas emissions by 20% by 2034 (relative to baseline year 2019)
- These absolute emission reduction targets equate to an ambitious **one-third reduction** of ROCKWOOL's lifecycle greenhouse gas emissions **in 15 years**
- At the same time we will be ensuring continued reduction in the carbon intensity (carbon emitted per tonne produced) of our production

Source: Greenhouse Gas Protocol has developed standards and definitions to Scope 1, 2 and 3, which are applied in ROCKWOOL's sustainability report. For more information see <https://ghgprotocol.org/>

Sustainability goals: 2020 progress

★ CO₂ emissions

SDG
13

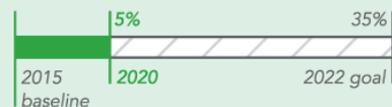
Our goal: Reduce CO₂ emission intensity (CO₂/t stone wool) from our stone wool production facilities by 20% by 2030 (10% by 2022)



★ Energy efficiency

SDG
7

Our goal: Reduce energy consumption (kWh/m²) within own (non-renovated) offices by 75% by 2030 (35% by 2022)



★ Safety, health and wellbeing

SDG
8

Our goal: Reduce LTI frequency rate by 10% and ensure zero fatalities annually

Zero fatality in 2020

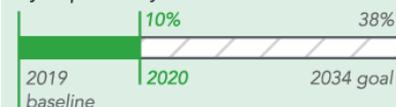


Two new Group-wide goals

★ Absolute factory greenhouse gas emissions (CO₂e) science-based target

SDG
13

Our goal: Reduce factory absolute greenhouse gas emissions (Scope 1 and 2) by 38 percent by 2034



★ Water consumption

SDG
6

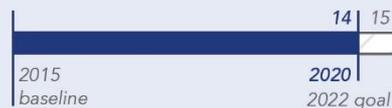
Our goal: Reduce water intensity (m³/t stone wool) from our stone wool production facilities by 20% by 2030 (10% by 2022)



★ Reclaimed waste

SDG
12

Our goal: Increase the number of countries where we offer recycling services for our products to 30 by 2030 (15 by 2022)



★ Landfill waste

SDG
12

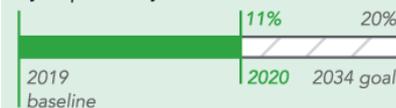
Our goal: Reduce landfill waste (tonnes) from our stone wool production facilities by 85% by 2030 (40% by 2022)



★ Absolute lifecycle greenhouse gas emissions (CO₂e) science-based target

SDG
13

Our goal: Reduce non-factory, absolute lifecycle greenhouse gas emissions (Scope 3) by 20 percent by 2034



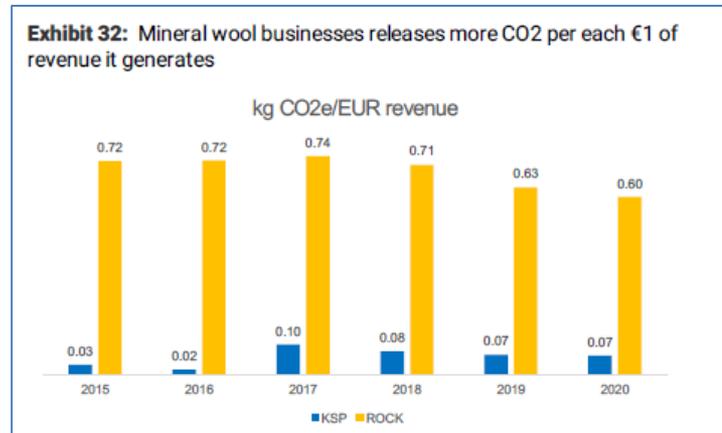
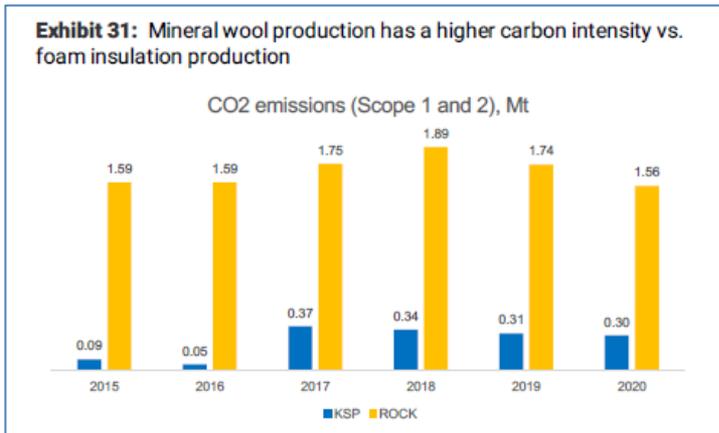
Proactive ESG communication with investors



In 2021, the Danish Finance Society awarded special prize to ROCKWOOL for its financial communication in which ESG plays an integral part.

- ✓ 10 Sept. 2019 Environment: Climate change and energy efficiency
- ✓ 13 Dec. 2019 Environment: Circularity
- ✓ 19 Mar. 2020 Sustainability Report 2019 launch
- ✓ 29 May 2020 Social impact and governance
- ✓ 18 Sept. 2020 Task Force on Climate-related Financial Disclosures (TCFD)
- ✓ 14 Dec. 2020 Science-based targets
- ✓ 19 Mar. 2021 Sustainability Report 2020 launch
- ✓ 8 June 2021 ESG in the value chain
- TBD Sustainability Report 2021 launch

Lack of harmonised approach to measuring ESG performance



Source: Companies' Reports, Morgan Stanley Research

MSCI

Sustainalytics

ISS-Oekom

CDP

A

Low risk

C+

Prime

B

Questions?



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Thank you

14.00-15.00

**DIRFdagen
2021**

ESG – pro- or reactive communication

Susanne Stormer, Partner & Head of Sustainability, PwC Denmark

Marco Kisic, Head of ESG Research, Nordea Markets

Klaus Ørtoft Madsen, Chief Portfolio Manager, Head of Equity, PFA Asset Management

Kristina Øgaard, Head of Sustainability Strategy & Governance, Danske Bank



[Go to DIRFdagen to read more about the speakers](#)

ESG – pro- or reactive communication Panel

DIRFdagen
2021

What and when shall we communicate on ESG? With growing regulatory requirements, companies need to report compliance with relevant laws and recommendations rather than communicating how they measure up to a particular metric or index compiled by experts. How can IR departments ensure they create a gold standard for sustainable financial reporting.

15.00-15.30

**DIRFdagen
2021**

Coffee break



13.30-14.00

**DIRFdagen
2021**

Keynote:

‘IR in a post-pandemic world’

An unprecedented health challenge was met with exceptional fiscal and monetary measures from governments across the globe. However, throwing money from a helicopter to support society was the easy part: Major challenges now face national economies, policy makers and financial markets as we try to navigate the new post-pandemic landscape.

Ulrik Bie, Economic Editor, Berlingske



[Go to DIRFdagen to read more about the speaker](#)

And now to the difficult part

23 September 2021

Ulrik Harald Bie
Economic editor
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+45 2967 2786





**HELP
WANTED**



恒大集團

EVERGRANDE GROUP







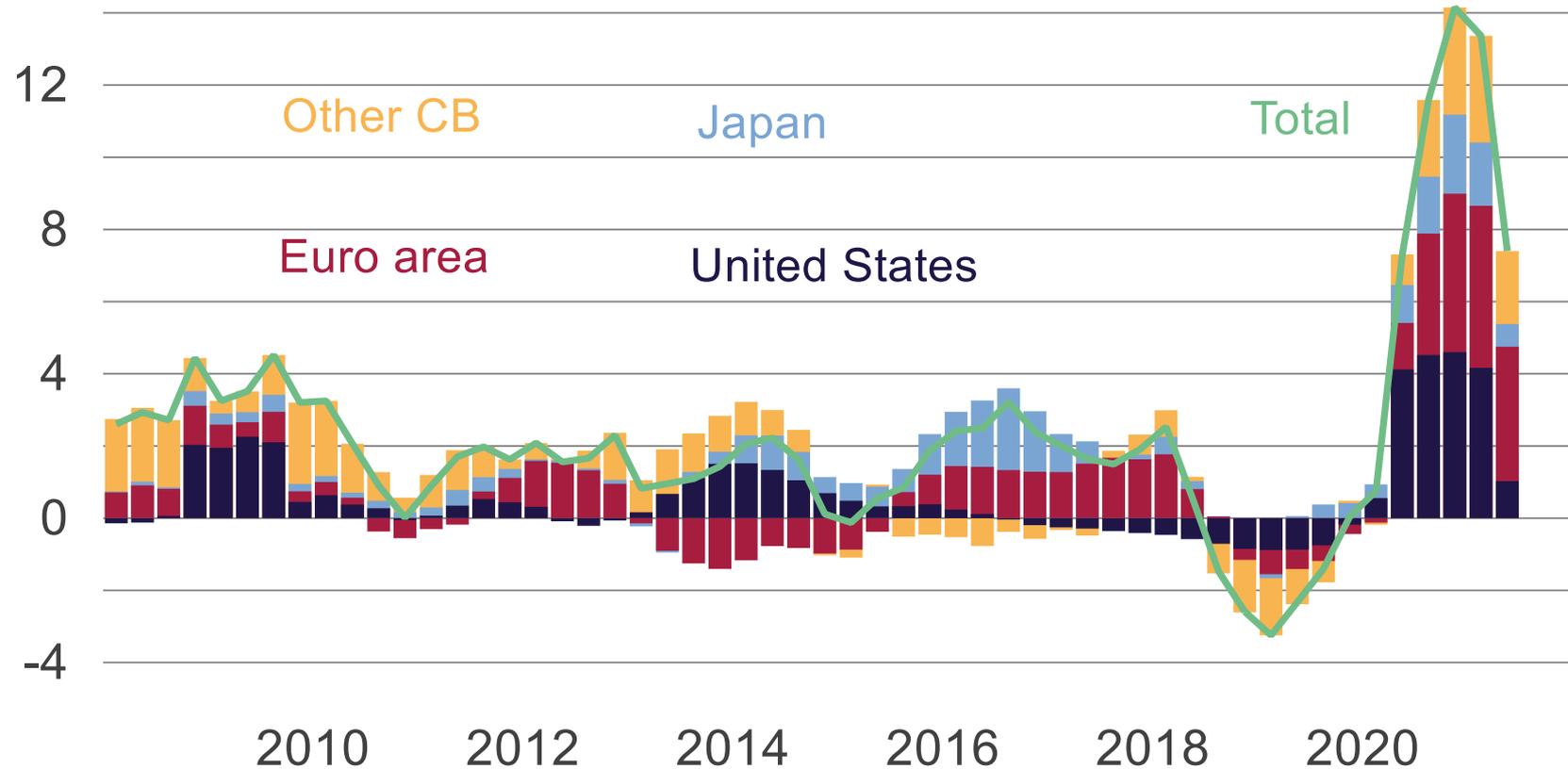






Smooth or disorderly unwinding?

Change in CB assets in pp of GDP



Source: Macrobond, Berlingske

DIRFdagen **2021**

**Take-aways from the day
– Thank you for joining us**

**DIRFdagen
2021**

List of attendees

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DIRFdagen
2021

Aleksandra Dimovska	Coloplast	Dorte Samuelsen	Guidance
Alex Morgan	Ørsted	Ed Harding	AlphaSense
Alexander Plenborg	DSV A/S	Ed Kivell	AlphaSense
Alexandria Hall	AlphaSense	Edda Lúðvígsdóttir	Össur
Allan Bødskov Andersen	Ørsted A/S	Eliza Michael	Q4 Denmark
Amalie Maglehøj	Better Collective	Ellen Bjurgert	Coloplast
Anders Mohr Christensen	Chr. Hansen Holding A/S	Frank Gad	SP Group A/S
Anders Enevoldsen	Boozt	Hannah K. Larsen	Coloplast A/S
Anders Hjort	SimCorp	Helle Kortbek Sandal	ALK A/S
Andreas Abildgaard-Hein	TORM	Henriette Stenderup	Ørsted
Anicet Bloncourt	Euronext	Henriette Wennicke	GN
Annika Stern	Chr. Hansen	Henrik Eggert	Copyright Agent A/S
Anthony Abbotts	ROCKWOOL International A/S	Henrik Brünniche Lund	Matas A/S
Bettina Køhlert	Guidance	Haakon Dibb	Nasdaq
Birger Knudskov	Fokus Translatørerne	Irmeli Hirvensalo	Investis Digital
Bo Karmark	Aquaporin	Isak Fors	Cision
Camilla Marcher Lydom	NTG Nordic Transport Group A/S	Iulia Wierschem	Vestas Wind Systems A/S
Carit Jacques Andersen	Agillic A/S	Jacob Johansen	ISS
Carsten Borring	Nasdaq	Jakob Ivarsson	Stakeholder communication
Chris Jones	Q4 Denmark	Jens Binger	Green Hydrogen Systems
Christian Lemvigh	Corporate Matters	Jesper Thomsen	HC Andersen Capital
Christina Bastius Thomsen	Better Collective	Jesper Buris Larsen	Get Visual A/S
Claus Ingar Jensen	Danske Bank	Johan Renström	Cision
Cristina Hefting	HusCompagniet	Johanna Orring	Nasdaq
Daniela Mercado	Orphazyme	John Lauritsen	Chr. Augustinus Fabrikker A/S
Diana Grimberg	Grimberg Communications ApS	Johnny Henriksen	agillic

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Jonas Guldborg Hansen	Royal Unibrew	Nicolai Tvernø	Danske Bank
Jørgen Ravn	Point Communications	Nicolaj Petersen	Brødrene A & O Johansen A/S
Karl Ramnelius	Nasdaq	Olav Jorgensen	Danske bank
Kasper Okkels	Schouw & Co.	Patrick Hughes	Nasdaq
Kasper Lihn	HC Andersen Capital	Patrick Skydsgaard	Danske Bank
Katrine Spedtsberg Poulsen	A. P. Moller-Maersk	Per Plotnikof	ALK A/S
Kjartan Jensen	Dataproces Group A/S	Peter Legind-Hansen	Nasdaq
Lea Vindvad Hansen	Everfuel	Peter Kondrup	Carlsberg A/S
Marlene Selmer	Computershare A/S	Phuong-Dan Pham	Euronext
Martin Schmidt	KPMG	Pia Helsted	Odgers Berndtson
Mathias Dalsten	Vestas Wind Systems A/S	Poul Høgsted	Ritzau
Matin Amdi Avnsbøl	Ritzau	Rachel Curtis Gravesen	Curtis Consult
Merete Poller Novak	JYSKEBANK A/S	Rasmine Reeh	Flügger
Mette Godiksen	Vestas Wind Systems A/S	Rasmus Hærvig	Ørsted
Mette Trier	SimCorp	Richard Davies	RD:IR
Mette Mulipola	Dampskibsselskabet NORDEN A/S	Robin Løfgren	Topdanmark
Mia Mørk	SP Group A/S	Ronni Olsen	Boozt
Michael Nass Nielsen	NKT	Rúna Niclasardóttir Rasmussen	BankNordik
Mie Halse	HC Andersen Capital	Rune Sandager	GN Store Nord
Mikael Philip Schmidt	Gorrissen Federspiel	Sigurborg Arnarsdottir	Ossur hf
Mikkel Tanderup	Aquaporin	Simon Tønnesen	KPMG
Morten Buus	RD:IR	Simon Taylor	Velocity
Nicolai Thomsen	Ambu	Siri Teilmann-Ibsen	Demant A/S
Nicolai Søberg-Hansen	Genmab	Sofie Friis	Danske Bank
Nicolai Mauritzen	FLSmidth	Stinne Melanchton Betinge	Formuepleje

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2021

Søren Brøndholt Nielsen	DFDS
Søren Kirkeby Andersen	Computershare A/S
Teddy Sun	Novo Nordisk
Thomas Harder	ROCKWOOL International A/S
Thomas France	D/S NORDEN
Thomas Steen Hansen	Saxobank
Thorkild Diness Jensen	Maersk Drilling
Tilde Kejlhof	SP Group A/S
Tina Herbing	Gorrissen Federspiel
Tina Høilund Pedersen	DIRF
Tina Norske	Noted
Tor Larsson	Noted
Trine Lysholt Nørgaard	Jyske Bank
Troels Dalsgaard	GomSpace Group AB
Tue Østergaard	HC Andersen Capital
Tulle Praestrud	Chr. Hansen Holding A/S