

COPENHAGEN CAPACITY

The Metropolis as a Lever for Denmark's Sustainable Growth

2021 - 2023 Strategy



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PREFACE

Copenhagen Capacity is facing a new beginning. In recent years the world has turned upside-down in many ways for both our clients and us. With a new strategy, Copenhagen Capacity takes stock of these new conditions and refocuses its direction. We do this to continue contributing to economic development in a world where growth goes hand in hand with sustainable solutions. By attracting international companies and talent, we strengthen the capital's and Denmark's sustainable competitiveness.

Denmark's capital and the rest of the metropolitan region of Greater Copenhagen have the potential to benefit the whole of Denmark to an even greater extent.

The capital is Denmark's strongest card when it comes to getting the most out of globalisation in several areas – such as attracting foreign companies, capital, and talent that benefits the whole country.

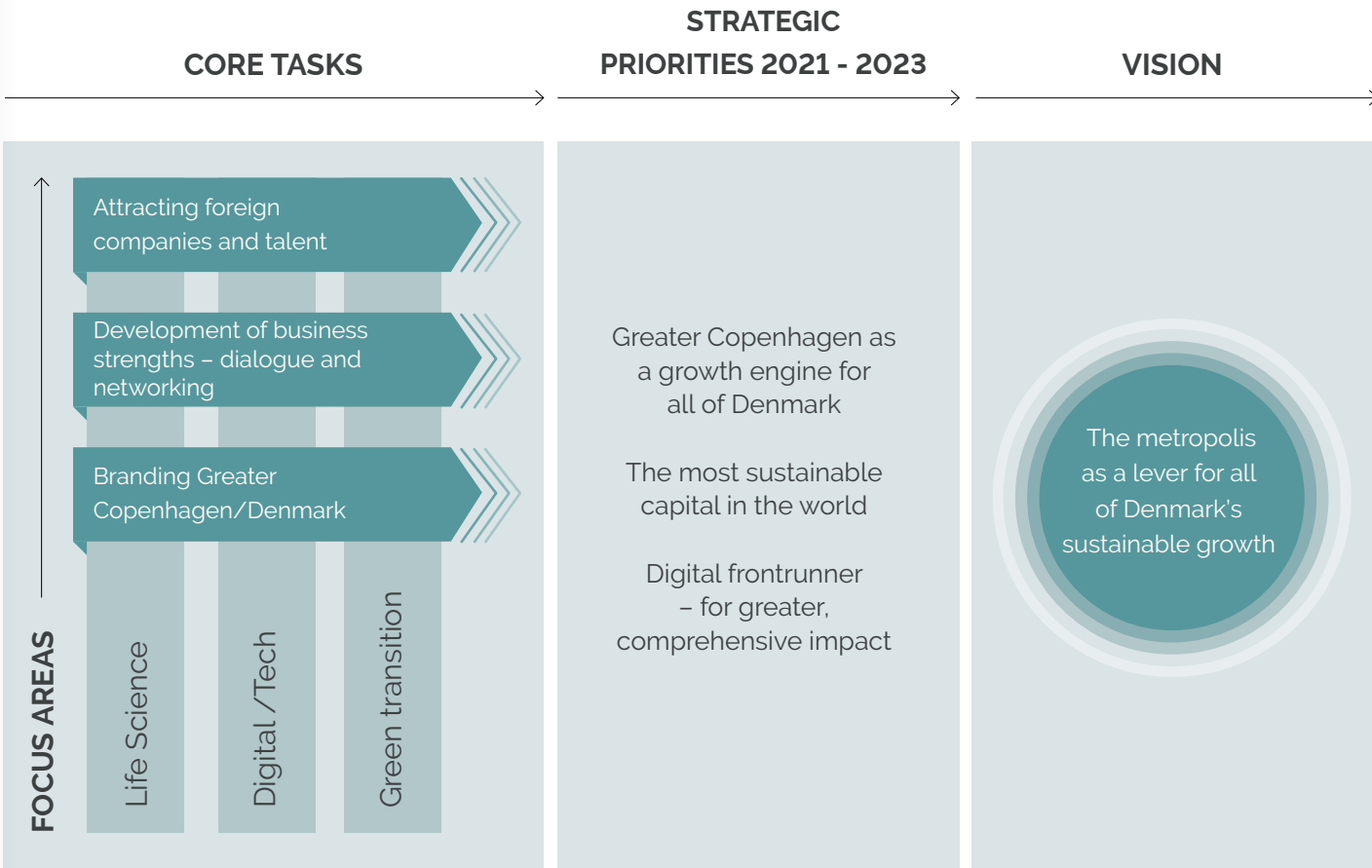
The government has launched a national strategy for attracting foreign investment to Denmark in 2020 - 2023. The strategy focuses on attracting technological, knowledge-intensive, sustainable, and green investments to the whole of Denmark. Attracting new outside resources is crucial for our growth and employment and further strengthening Denmark's current transition into increased sustainability.

Therefore, this strategy has three strategic priorities. We will work to ensure that Eastern Denmark is a continued growth engine for all of Denmark, that Copenhagen becomes the most sustainable capital in the world, and that we continue to be a digital frontrunner. We believe this will pave the way for the metropolitan region to become an even greater lever for Denmark's sustainable growth. But to a greater extent, we will also work with the whole country – for example, in relation to talent attraction and the nationwide business clusters.

Enjoy reading!
Marianne Philip
Chairman of the Board

Asbjørn Overgaard Christiansen
Chief Executive Officer

COPENHAGEN CAPACITY'S STRATEGY



A NEW BEGINNING

To succeed at attracting more international resources to the capital and to Denmark, Copenhagen Capacity must be strongly integrated into the Danish and regional business environment.

We know the companies in the region to a large extent. We already have a presence in these ecosystems through start-up environments, incubators, BloxHub, etc. However, we must also be even closer to the municipalities. It is ultimately there that the foreign companies establish themselves and where the talent takes up residence. Copenhagen Capacity will establish closer ties with the knowledge institutions that are a crucial part of the package we market in the world. We also want to be closer to the other business promoters working on business development and competitiveness.

As for our clients' world – that of international companies and talent – there have been great upheavals in the last few years. During this time, the benefits of globalisation have been questioned politically. The free movement of goods, investment, and labour are under pressure. Since the spring of 2020, COVID-19 has also restricted freedom of movement for people. As a result, foreign investment has fallen, and competition has increased quite drastically. The last several years have at the same time seen a number of digital transformations unfold to revolutionise the way many industries operate. The pandemic seems to be accelerating this process.

As for our world, the business promotion reform is close to being complete. The new player landscape is consolidating, and the business hubs have been given a greater role in the Danish business promotion efforts. Additionally, 14 nationwide business clusters have now been designated. Copenhagen Capacity will work to take advantage of the collaboration opportunities provided by the new structure. We will support the government's focus on balance between country and city and growth throughout Denmark. We do this by creating a favourable development throughout Eastern Denmark, not just in the metropolitan area.

The whole of Zealand contains several business strengths that, with a dedicated effort, have the potential to develop and create fertile ground for new jobs. Therefore, extraordinary efforts are needed outside the major cities to promote a business structure that significantly improves the conditions and opportunities for economic and sustainable growth throughout Eastern Denmark.



VISION & MISSION

Copenhagen Capacity works in accordance with the following vision:

The metropolis as a lever for all of Denmark's sustainable growth

This is where we want to go. But we want the whole area in Eastern Denmark with us – from Korsør to Rønne and from Hundested to Gedser. We want to be a better partner to all of Denmark so that the asset represented by the capital benefits the whole country. Copenhagen Capacity will also, to a greater extent, focus on supporting the transition to a more sustainable economy. This is not only necessary to secure future generations, but is also an increasingly important motivating factor when talent and companies choose their workplace and location.

Our mission is as follows:

We attract international companies and talent to strengthen the capital's sustainable competitiveness

With our vision and mission, we also contribute to the vision that the Greater Copenhagen Committee's political support base has determined:

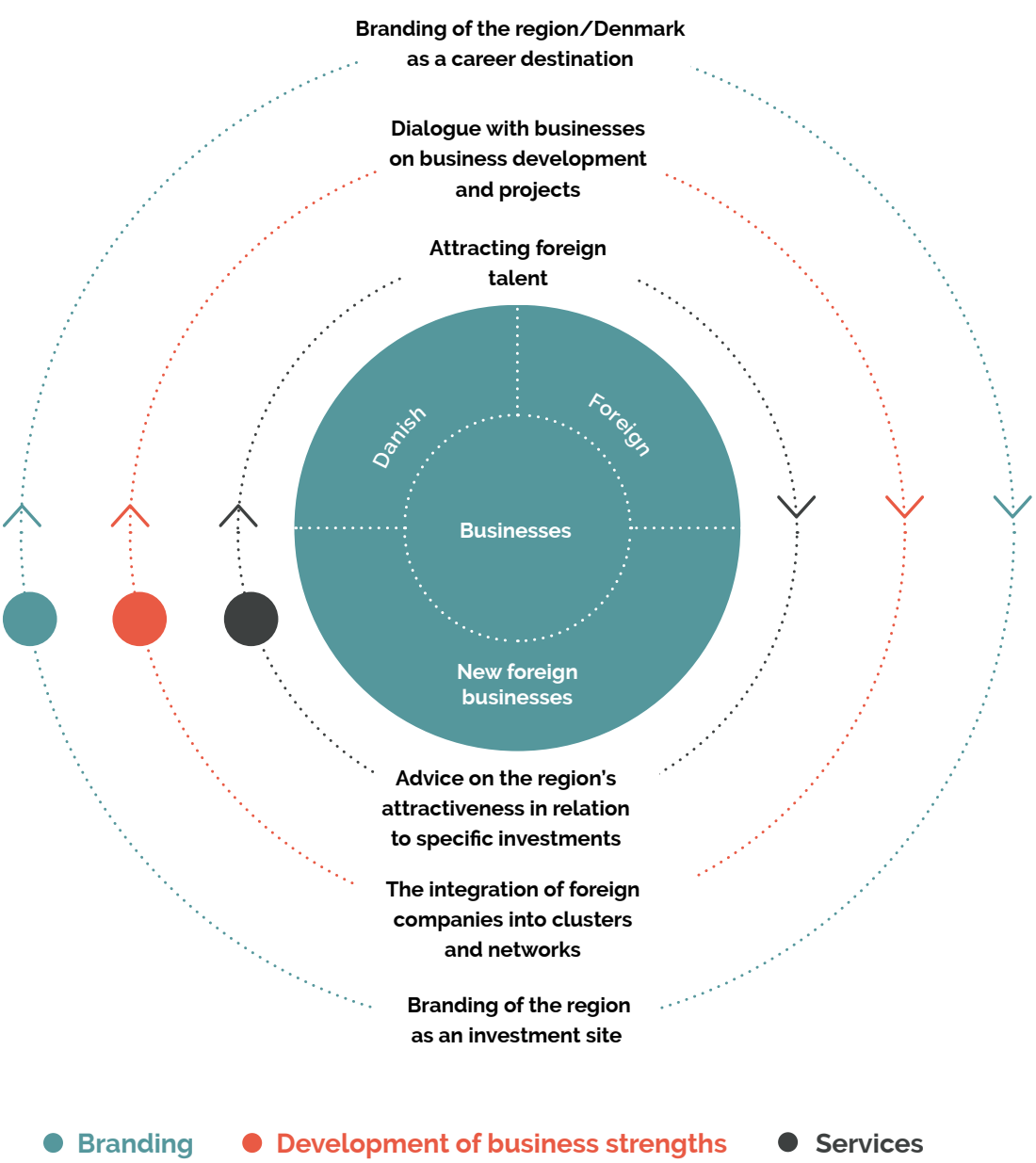
"Greater Copenhagen is the centre of sustainable growth and quality of life because we offer agile, collaborative and accessible conditions – where people can unleash their potential"

Core tasks

Copenhagen Capacity is Eastern Denmark's official investment promotion organisation, focused on attracting and retaining international investments, companies, and talent. This is done through the development and marketing of the region's strengths in close cooperation with relevant participants, including, in particular, the official national player, Invest in Denmark. Specific focus is on Greater Copenhagen's strengths in life science, digital/tech, and green transformation. Copenhagen Capacity will continue to engage in the future's positions of strength to reinforce the region's international competitiveness.

Copenhagen Capacity is focussed on businesses. We work with already-established Danish and foreign companies across the country. We help these companies to attract international talent. When it comes to attracting and retaining foreign investment, our efforts are exclusive to areas east of the Great Belt. This is illustrated in the graphic, which shows our core tasks and target groups.

Copenhagen Capacity's core tasks and target groups





STRATEGIC PRIORITY: Greater Copenhagen as a Growth Engine for All of Denmark

Strategic priority:

GREATER COPENHAGEN AS A GROWTH ENGINE FOR ALL OF DENMARK

At Copenhagen Capacity, we work to make the Greater Copenhagen region a magnet for international growth and development, for the benefit of all of Denmark. This is done through close collaboration with, among others, the 46 Eastern Danish municipalities, Invest in Denmark/the Ministry of Foreign Affairs, the national business cluster organisations, regional and local trade promotion actors and growth environments, as well as with knowledge and educational institutions throughout the country. We also collaborate with the Greater Copenhagen Committee and the region's Swedish contingent on regional border activities.

Copenhagen Capacity's assignment is a natural focus on the Danish part of the Greater Copenhagen region and the interaction with the rest of Denmark. There is no doubt that the capital is most often the natural entrance for foreign investment in Denmark. Three out of four investments land in the capital region before any expansion out into the rest of the country. Strong cooperation across the entire country is crucial to ensure synergy and optimal benefit from the capital's position.

Eastern Denmark consists of 46 individual municipalities in Region Zealand and the Capital Region, which vary in demographic composition, business structure, focus, etc. We see a need for a closer dialogue with interested municipalities to ensure broader profiling of the entire region's value proposition, support collaborations, and a better balance in economic development across municipalities.

This involves variegated service to the municipalities, depending on the individual needs and wishes to be part of an international attraction and retention effort.

The Zealand region's business structure necessitates a special effort for international profiling and attracting skills and investments if the potential is to be realised.

The COVID-19 pandemic has hit Copenhagen Airport particularly hard. The airport is a significant asset in Greater Copenhagen and for the whole country. A multi-year effort is needed to attract companies and routes to rebuild the airport's position in a new consolidation after the lockdown. Therefore, a special effort is proposed in collaboration with relevant partners both nationally and locally.

WE WILL:



Establish a formal nationwide collaboration in the area of talent. It must ensure a coordinated and joint effort to attract and retain foreign talent, including the maturation of Danish SMEs for foreign specialist expertise.



Initiate a special effort to attract foreign skills and companies to the areas where it has proved more difficult to attract investments, e.g., in the Zealand region.*



Establish a strategic partnership group with the municipalities in the region that want increased national and international visibility of municipal strengths and projects against similar funding grants to Copenhagen Capacity.



Strengthen the logistics in collaboration with partners, with a particular focus on aviation and cargo at Copenhagen Airport in the wake of COVID-19 and on the development opportunities offered by the Fehmarn Belt Fixed Link.*

* Assuming that funding is secured to implement this initiative



STRATEGIC PRIORITY: The Most Sustainable Capital in the World

Strategic priority:

THE MOST SUSTAINABLE CAPITAL IN THE WORLD

Copenhagen Capacity will contribute to Denmark's realisation of the UN's Sustainable Development Goals – including supporting the Danish Parliament's adopted climate goal of 70% CO2 reduction in 2030 and the green transition, which the government's strategy for attracting foreign investment focusses on. In continuation of this, we will support the City of Copenhagen's ambition to become the world's first CO2-neutral capital in 2025. The UN's Sustainable Development Goals are also broadly rooted in sustainability strategies for several municipalities in Eastern Denmark.

In a global world, corporate growth opportunities are closely linked to the UN's Sustainable Development Goals. Copenhagen Capacity will, therefore, proactively focus on attracting foreign investments that support the sustainability agenda in Greater Copenhagen. At the same time, we will focus on supporting sustainable companies throughout Denmark in attracting and retaining international talent.

This means that sustainability will also be ongoing in our marketing in the future, concerning events, digital content such as campaigns, webinars, etc., and presentations. By ensuring an element of sustainability in strategic projects, partnerships, and the day-to-day activity going forward, Copenhagen Capacity can contribute to realising the UN's global goals in Denmark.

One essential element in attracting foreign investment that supports the sustainability agenda is branding.

Copenhagen Capacity sees an opportunity to brand Copenhagen and thereby the entire surrounding area of Greater Copenhagen as:

“The Most Sustainable Capital in the World”

It will be a brand and set of values that will not only spread to Copenhagen and Eastern Denmark but the whole of Denmark. It will be a strong competitive parameter internationally, both in attracting foreign companies and international talent, which are increasingly drawn by purpose-driven companies and sustainable urban environments.

WE WILL:



Kick-start 'The Most Sustainable Capital in the World' branding campaign and incorporate a consistent sustainability focus into marketing.



Develop, test and implement tools for sustainability screening and evaluation, streamlined with Invest in Denmark's methods.



Incorporate world-goal-oriented KPIs into the organisation's goals over the next three years.



Enter into partnerships with relevant municipalities, organisations, knowledge institutions and companies, both internationally and nationally, to focus on the Sustainable Development Goals with a starting point in Greater Copenhagen.



STRATEGIC PRIORITY:
Digital Frontrunner – for Greater,
Collective Impact

DIGITAL FRONTRUNNER – FOR GREATER, COLLECTIVE IMPACT

Through its international marketing campaigns, Copenhagen Capacity has established itself as a digital frontrunner in the world. We want to take the next step so that digital solutions permeate the entire organisation. This applies to the way we reach clients and our form of cooperation with local partners, municipalities, and business clusters, as well as our network around the world (e.g. Goodwill Ambassadors). The keywords are better, stronger, and more cohesive.

We must be better and stronger and create a more significant impact through digital solutions, where we will develop and scale up our services. By systematising and digitising our client relationships, we become more deeply informed about our clients' needs and thereby better at targeting our deliveries. Similarly, we will develop special digital services that interested clients can purchase and thereby strengthen the long-term profitability of our digital investment. By making better use of our data, we will gain stronger market knowledge. A larger part of the client journey will become digital, whereby more international investors, companies, and talent will be able to find their way to basing themselves in Greater Copenhagen.

There is a need for coherent digital integration because we want to strengthen our distinctiveness: to provide flexible and holistic solutions. A municipality or a business cluster may need to attract both international companies and talent on the same platforms. This calls for strong internal integration,

allowing investment promotion, talent management, and digital marketing to use the same systems. It also requires strong external integration so that our partners such as municipalities, start-up environments, and others can become internationally visible through the digital platforms we create. Similarly, our international network (primarily Copenhagen Goodwill Ambassadors) must be more closely integrated into deliveries through digital solutions.

Copenhagen Capacity has always been characterised by a great degree of agility and the ability to capture opportunities. This must also be the case in the digital field, where we will attract and work with other digital frontrunners, test new methods and technologies to strengthen the marketing of Greater Copenhagen globally, and attract digital companies and specialists.

WE WILL:



Develop a digital strategy that will continue to ensure Copenhagen Capacity a leading position in the field and incorporate a strong commercial element to ensure the long-term profitability of the investment.



Enter into partnership agreements with digital clusters, knowledge/start-up environments and other frontrunner initiatives (e.g. in the AI field).



Launch a digital collaboration platform for Copenhagen Goodwill Ambassadors to ensure integration with the core business and increased value creation from the global network.



Develop our digital platforms so that the strengths of municipalities and companies can be directly visible and included in the overall marketing of Greater Copenhagen.

THE FRAMEWORK OF COPENHAGEN CAPACITY'S WORK

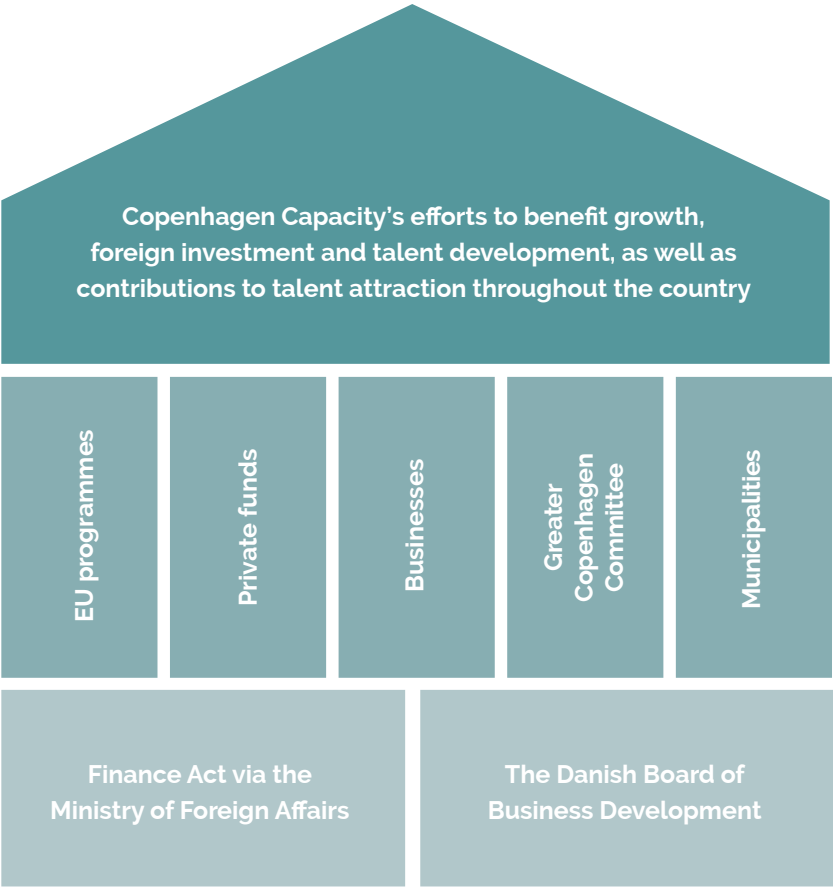
Copenhagen Capacity is a commercial foundation (not-for-profit). We must uphold the fund legislation and comply with the recommendations of the Committee for Foundation Governance. Next, Copenhagen Capacity must work under the articles of association and carry out the Board of Directors' overall decisions for the fund's operations.

The Business Promotion Act of 2018 entails a clear division of labour in the business promotion efforts. The Ministry of Foreign Affairs handles the highly specialised business promotion efforts for attracting foreign companies. In Eastern Denmark, this initiative is executed in a collaboration between Invest in Denmark and Copenhagen Capacity. This is done through a grant agreement that describes the framework for the effort.

The collaboration with Invest in Denmark means that marketing of the investment opportunities in Greater Copenhagen through digital campaigns and participation in selected conferences and trade fairs abroad is coordinated with Invest in Denmark. This occurs through the entering of an annual performance contract and Copenhagen Capacity's three-year strategy that also serves as a framework for investment promotion efforts. Copenhagen Capacity's efforts in the area of investment promotion are based on the

government's strategy for attracting foreign investment. They are mainly financed via the Ministry of Foreign Affairs' grant in the Finance Act. The efforts in the field of talent are financed by several different sources, including private company contributions. Copenhagen Capacity has developed expertise in this field, which means that we have taken the lead in an effort that includes many players and covers all of Denmark. The Danish Board of Business Development finances the national part of the effort.

Development, description, and marketing of Greater Copenhagen's international strengths are carried out in close collaboration with the Danish cluster organisations and financed by various sources, including private foundations and EU programs.



Financing of Copenhagen Capacity
Copenhagen Capacity's work is largely financed by public sector funds supplemented by contributions from private foundations and companies.

THE VALUE OF COPENHAGEN CAPACITY'S WORK

Through its efforts in 2019, Copenhagen Capacity created the equivalent of around 4.6 billion DKK in GDP contributions and almost 4,000 jobs. The value is created through the attraction or retention of 350 foreign talents and 47 foreign companies that have chosen to establish themselves in the region or reinvest after advice from Copenhagen Capacity.

27 of the 47 foreign investments in Eastern Denmark are described as special high-quality investments – a performance target introduced in 2019. 15 of the successes have been achieved in collaboration with Invest in Denmark, where we, among other things, have worked closely with the foreign service representatives around the world.

Measuring the results

Copenhagen Capacity is subject to ongoing monitoring and evaluation of our results.

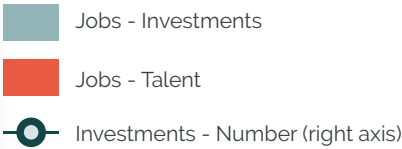
This is done based on the following principles:

- 1) That Copenhagen Capacity has made a difference through concrete efforts
- 2) That clients are satisfied with Copenhagen Capacity's services.
- 3) That the clients we assist confirm Copenhagen Capacity's role and the results achieved.

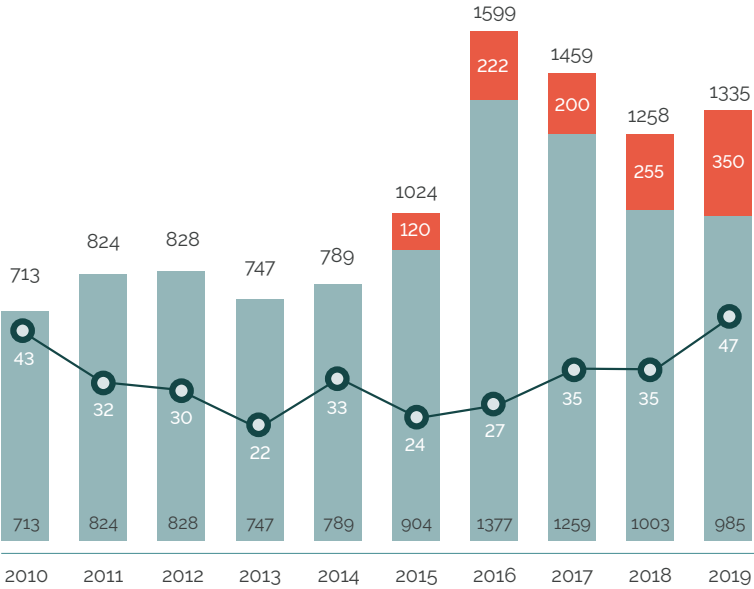
The documentation is provided through questionnaires, interviews, and relevant digital clues that clients set during the service journey.

We incorporate third-party assessment into our efforts to attract foreign investment so as to ensure objectivity and independence. An auditing firm is used to interview the individual client based on a questionnaire.

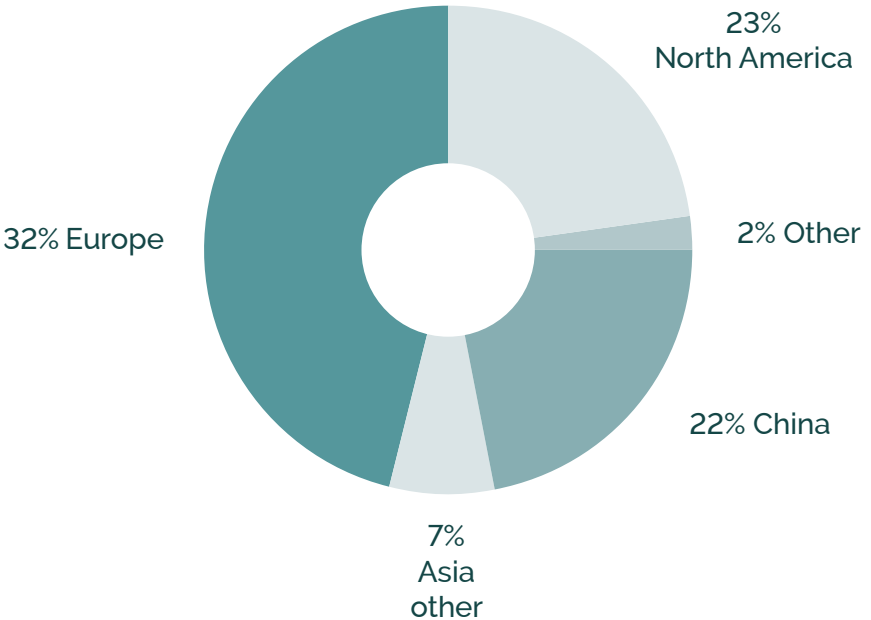
The measurement method has been developed in collaboration with Invest in Denmark, which evaluates in the same way. In addition to the visible business start-ups and job creation, there are several positive secondary effects in the existing business community. These effects are measured using a model developed by a reputable consulting firm.



The amount of foreign investment and direct job creation as a result of Copenhagen Capacity's work



Country of origin for foreign investments (companies) as a result of Copenhagen Capacity's work





PLEASE GET IN TOUCH – WE LOOK FORWARD TO WORKING TOGETHER:

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***“Copenhagen stands out for its
extraordinary talent pool, culture of
innovation, and strong commitment
to the social contract”***

John Hobart, CEO, Coria LLC

***“When the global talent war is going on,
I am happy to have CopCap at my side”***

Dr. Andreas Worberg, Novo Nordisk Foundation
Center for Biosustainability

COPENHAGEN CAPACITY

Copenhagen Capacity attracts international companies and investments to Eastern Denmark and talent to the Danish business community. The goal is to make the metropolitan region even more of a lever for all of Denmark's sustainable growth. Our work is based on developing and marketing the region's strengths in close collaboration with relevant actors and companies. Copenhagen Capacity is a not-for-profit commercial foundation financed by public actors as well as private funds and companies.