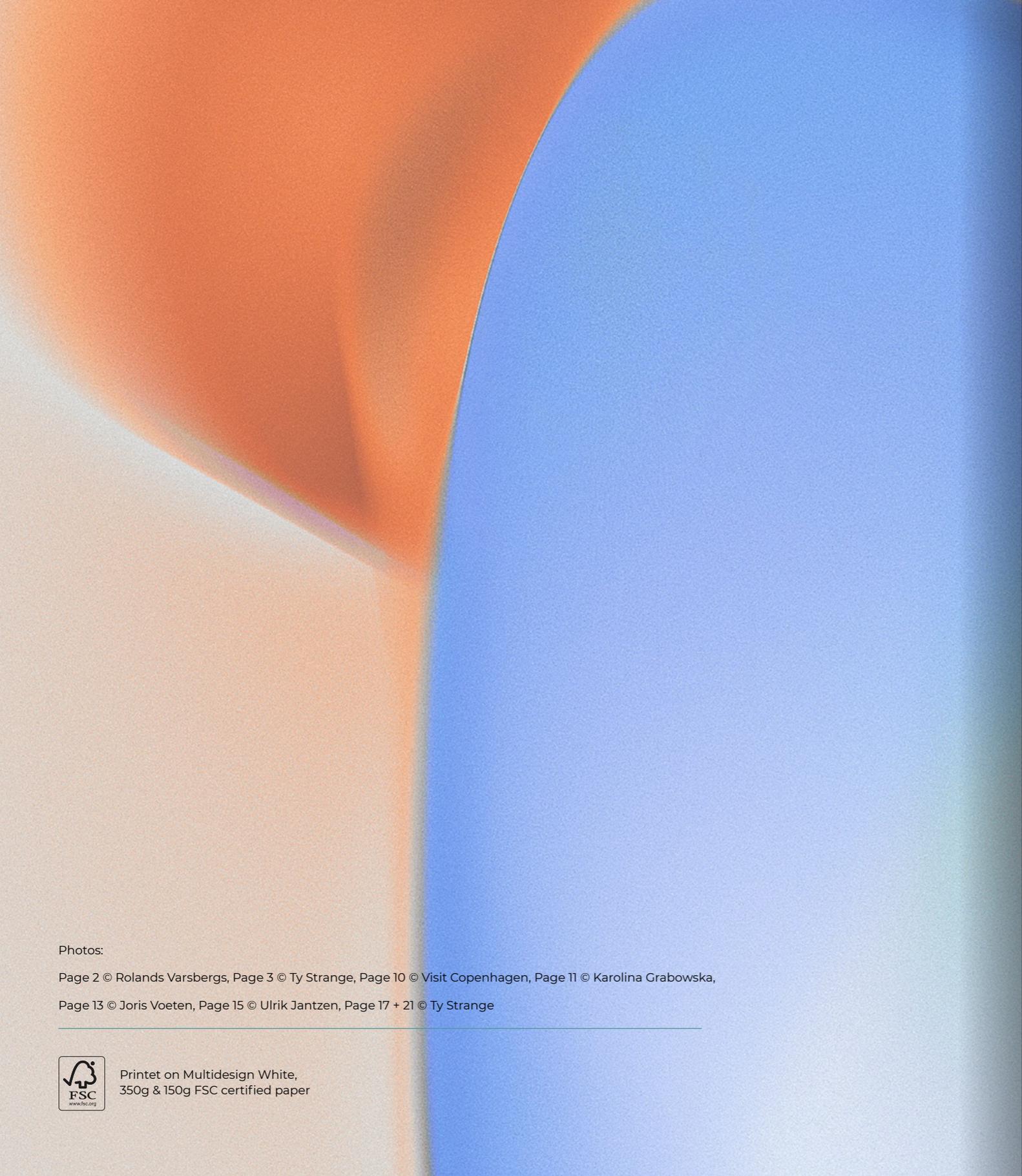


COPENHAGEN
CAPACITY

Strategy 2024 - 2027

Reform | Research | Retention



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Preface

Copenhagen is our starting point— the capital of Denmark, the center of Eastern Denmark and Greater Copenhagen, and a significant player in the international sustainable transition. This is where many of the world's companies and talents look to and aspire to contribute to creating the innovative solutions of the future.

However, the competition has intensified in recent years. Other major European cities have, on several fronts, caught up with Copenhagen and now offer alternative opportunities and framework conditions. This only increases the need for innovative approaches in the quest for international attention from investors, companies, skilled employees, and entrepreneurs.

At the same time, the world has changed. Since the fall of the Berlin Wall in 1989, Denmark has benefited from the period of globalization. However, it is now clear that we are in a new geopolitical reality, which also signifies a shift in trade policy towards increased protectionism. Defense and security are naturally more prominent, and the reliability of supply chains between allied countries has become a crucial factor for private sector decisions as well.

We will increasingly focus on the areas where we can make a real difference to the benefit of Copenhagen, Zealand, and all of Denmark. We aim to attract companies, investments, and qualified employees who are willing and able to contribute to solving the major societal challenges faced by Denmark and the world. With this new strategy, Copenhagen Capacity is therefore sharpening its efforts and ambition to make an impact on the society and world we live in.

Marianne Philip

Chairman

Asbjørn Overgaard

CEO

Copenhagen Capacity is a not-for-profit business foundation funded by both public entities and private foundations and companies. We promote Eastern Denmark as a business destination under the brand Greater Copenhagen Region, and all of Denmark as a career destination under the brand A State of Denmark.

Each year, our dedicated employees help ensure that numerous international companies establish themselves in Eastern Denmark, while supporting existing foreign businesses to stay and expand their operations. We also help Danish companies access skilled international labor. The new knowledge and skills brought by these companies and their international employees are essential for maintaining Denmark's competitiveness and for developing new solutions to the increasingly urgent societal challenges we face.



Copenhagen Capacity 2027

The very core of Copenhagen Capacity—our DNA—will be even more clearly defined to the outside world by 2027:

We inspire the world to create the future in Greater Copenhagen

Through marketing and direct dialogue with companies, researchers, and talents worldwide, Copenhagen Capacity will work to fulfill the international development potential of Copenhagen and Eastern Denmark for the benefit of the entire country. We use Copenhagen's strong international brand, Eastern Denmark's unique business strengths, and Denmark's attractive business climate to attract international companies, investments, talent, research units, and more. Our goal is to inspire the world to create an economically and environmentally sustainable future, building on the many qualities of the Greater Copenhagen region—commercially, scientifically, and culturally.

By 2027, the aim is for Copenhagen Capacity to make an even more visible impact on the capital, all of Eastern Denmark, and Danish business. It should be clear that the companies, investments, and qualified employees that Copenhagen Capacity assists and attracts contribute not only to growth but also to addressing some of the major societal challenges that Denmark—and the world—are facing.

During the upcoming strategy period, Copenhagen Capacity will therefore focus on three priorities under the following headings:

Reform + Research + Retention.

With a focus on Reform, we will support continuous transformation by attracting companies, investments, talent, and qualified employees that make a difference to the country's development and ability to address major societal challenges. The Greater Copenhagen region should be the place where future solutions are developed, tested, and scaled internationally.

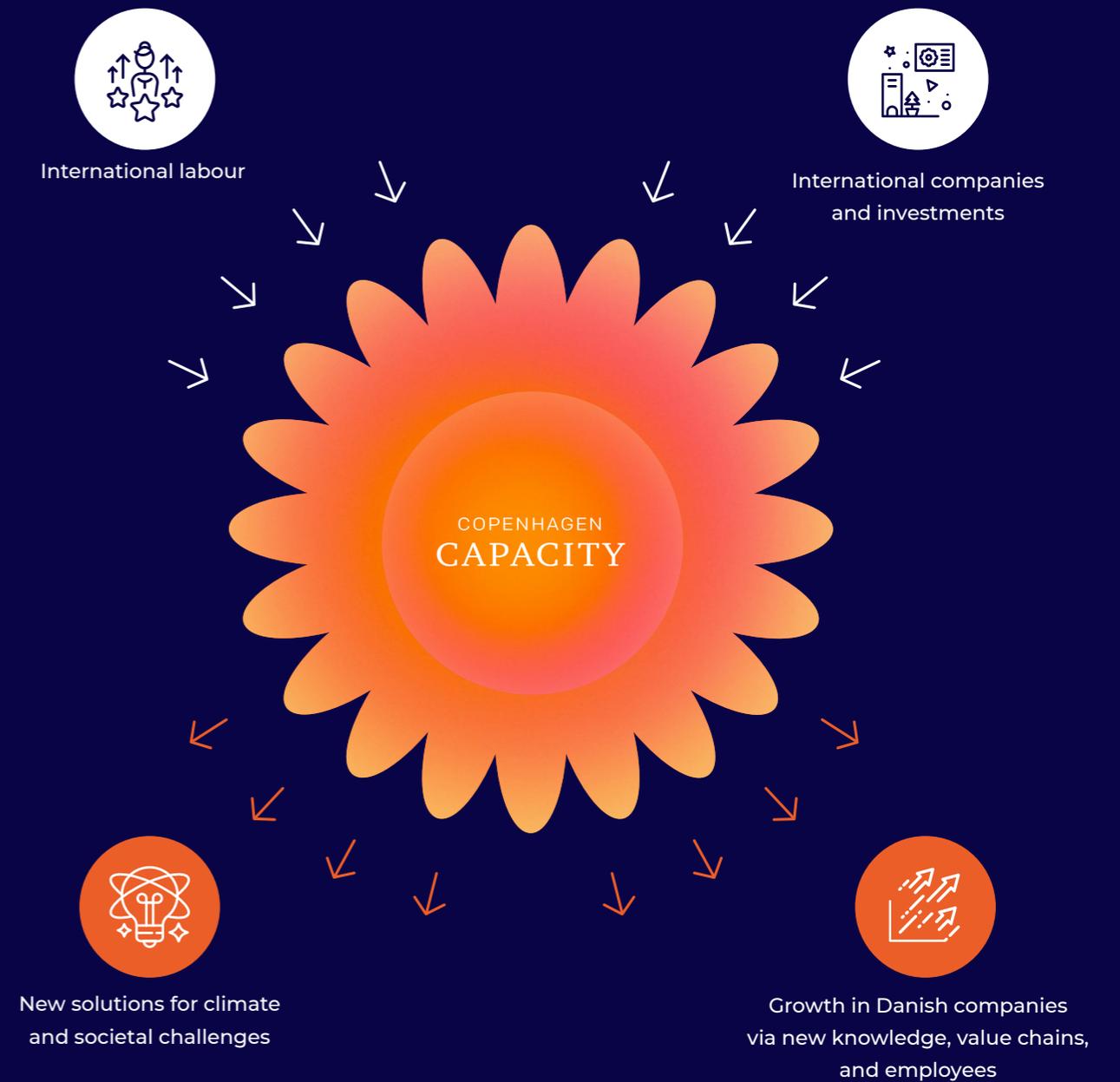
When prioritising Research, we will promote Denmark as a leading global research nation, attract new R&D activities, and ensure a continuous influx of the world's brightest minds to Danish universities and companies.

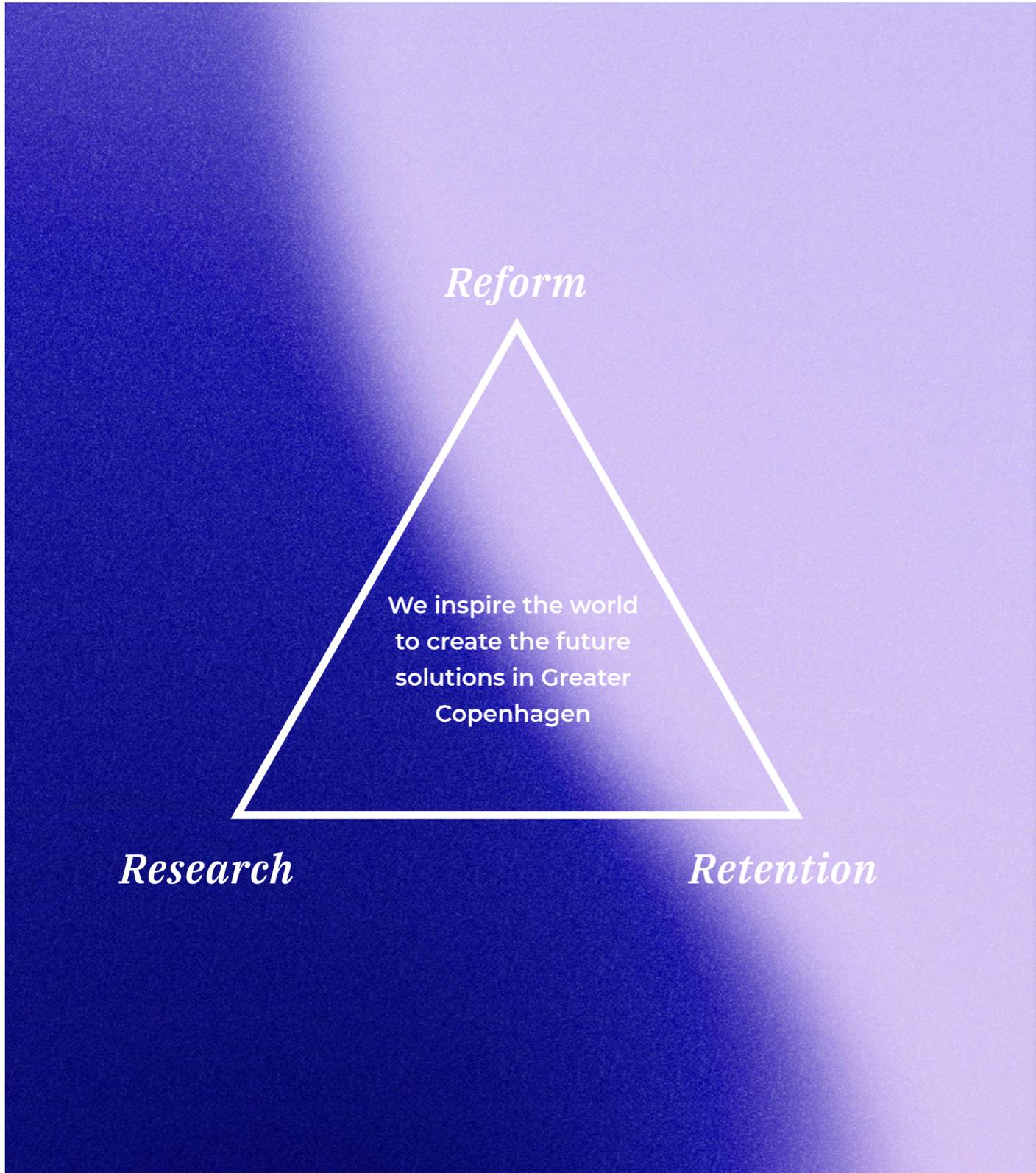
With a focus on Retention, we will strengthen efforts to ensure that the international companies and talents who have already come here also stay here. We will achieve this by having contact with the internationals present here and by highlighting where assistance can be found to ensure continued development and well-being.

Finally, we will continue working towards an organisation that is both development-oriented and stable – not for our own sake, but so that we can contribute even more effectively to realising the region’s international development potential. We will do this, among other things, by increasingly utilising the opportunities offered by artificial intelligence, both in terms of reaching international companies and talents in new ways, and in working more efficiently and innovatively in our daily operations.

We cannot achieve the ambitions within Reform, Research, and Retention on our own. Copenhagen Capacity will therefore address these challenges in collaboration with strong partners and through committed partnerships, so that together we can solve the challenges of the future.

Copenhagen Capacity should be the natural partner for municipalities, businesses, and knowledge and business institutions in Eastern Denmark when it comes to the attraction and retention of companies. And for the whole of Denmark, when it comes to international talents. In this way, it should be clear to the outside world how Copenhagen Capacity operates and how we make a difference for the Capital, the Greater Copenhagen region, and Denmark’s continued development.



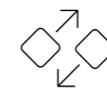


Three strategic priorities: Reform – Research – Retention

Copenhagen Capacity has three strategic priorities, all with the overall ambition of advancing the Greater Copenhagen region and Denmark. We set the bar high but are conscious that we cannot ensure the realisation of these ambitions on our own. Therefore, for each priority, we outline what Copenhagen Capacity will do and the specific goals we aim to achieve.

The connection between Copenhagen Capacity's DNA and the three strategic priorities is illustrated in the figure on the previous page. This is further elaborated in the following section, along with Copenhagen Capacity's concrete objectives for the four-year strategy.

Strategic priorities:



Reform



Research



Retention

Ambitions:

The Greater Copenhagen Region must be the place new solutions to society's challenges are developed, tested and scaled.

Denmark must be among the world's leading research nations.

International talents and companies feel welcome and should know that support is available to ensure their continued development.

Reform

Copenhagen and the Greater Copenhagen region are already seen by many as an internationally leading region for innovative, sustainable solutions.

The region's competencies and strengths must be harnessed to create sustainable changes that support the country in addressing the most significant societal challenges. In the world of 2024, this includes a widespread climate and biodiversity crisis, a new geopolitical reality, an increased military threat from the east, a healthcare and welfare system under pressure, and the challenge of a significant shortage of qualified labour.

Copenhagen Capacity must support this ongoing transformation by attracting the companies, investments, talents, and skilled workers that make a difference to the Greater Copenhagen region's development and its ability to tackle major societal problems. Eastern Denmark should be the place where the solutions of the future are developed, tested, and scaled internationally.

Copenhagen Capacity will promote the capital and the entire Greater Copenhagen region as a responsible, sustainable, and attractive business destination where future opportunities are created. We will ensure that the necessary resources and competencies are attracted. There is still a shortage of qualified labour in Denmark, and thus, talents must be attracted to both Danish and international companies as well as the public sector. There is a place here for the most skilled hands, minds, and businesses from around the world, with a desire to contribute to creating future solutions to the biggest societal challenges.

Copenhagen Capacity's activities aimed at attracting foreign companies are coordinated with Invest in Denmark, and for those activities funded by the Ministry of Foreign Affairs, we also operate within the framework of the national investment promotion strategy.



Ambition:
The Greater Copenhagen region must be a place where new solutions to societal challenges are developed, tested, and scaled. The majority of foreign companies establishing themselves here should contribute to solving one or more major societal problems. To ensure there is sufficient labour to address these challenges, it requires that more international employees choose Denmark as their destination.

Targets and initiatives:



The Greater Copenhagen region must be recognised on the international world map as a region where new solutions to societal challenges are developed. Therefore, we will launch a specific international marketing campaign positioning Greater Copenhagen as the place for developing, creating, testing, and scaling sustainable solutions for the future. The campaign will consist of both digital initiatives and physical presence and international events. We will secure international recognition in the form of a globally recognised award or international press coverage of Copenhagen as the place where solutions to future challenges are found.



By 2027 we will ensure that 75% of the companies and investments attracted to the region must contribute to solving societal challenges. Specifically, every investment and establishment case will be assessed based on its contribution to addressing key societal challenges.



By 2027, 75% of the attracted talents must be working in sectors that address societal challenges. Copenhagen Capacity will actively work to attract talents to Danish companies that are solving critical societal challenges, such as within the green transition or the Danish healthcare sector. This sector faces a critical shortage of labour and is therefore unable to provide the welfare that Denmark demands.



Research

Denmark is currently recognised as an internationally leading research nation in selected areas.

Particularly in digital sectors, sustainable transition, and life sciences, Danish research and development stand out on the global stage. Research and development activities generate new knowledge, growth, and highly qualified jobs in the country. This strong position must be maintained and further expanded.

Copenhagen Capacity will support this ambition by promoting Denmark as a global leader in research, attracting new R&D activities, and ensuring a continued influx of the world's brightest minds to Danish universities and companies.

In our efforts to attract international companies, it is evident that the greatest societal value is created through so-called high-quality investments, which often involve the establishment of companies with a focus on research and development activities. The proportion of high-quality investments must increase in line with the region's growing reputation as a strong research powerhouse.

Ambition:

Denmark must be among the world's leading research nations, increasingly able to attract the best researchers and research-intensive companies from across the world.

Targets and initiatives:



Increase international recognition of the Capital region and Denmark as leading R&D hubs. In 2024, a baseline measurement of international awareness will be conducted, followed by setting targets for an increase by 2027. Three targeted international campaigns will be launched to boost visibility and drive global interest in Denmark's R&D activities.



Increase the proportion of high-quality, knowledge-intensive investments from 60% in 2024 to 75% in 2027. This will be achieved through a focused approach, with enhanced pre-screening of investment promotion cases and increased attention on attracting R&D departments of global companies. By 2027, 25% of investment cases should have an R&D focus.



Attract qualified R&D talents to Danish universities and companies. By 2027, targeted talent attraction campaigns will ensure that Danish universities and companies have access to R&D talents from other leading global research regions. Successful completion of the Science Hub Denmark pilot project will be a key milestone, laying the groundwork for a full-scale project continuation thereafter.



Retention

The international competition for skilled talents, innovative and leading companies, and the resulting investments is fierce.

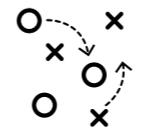
Metropolitan regions around the world are actively working to attract international investments in intense competition, as these resources create significant value wherever they settle.

It requires great effort to attract them, and it is equally crucial to ensure they remain in the country afterwards. There can, of course, be many reasons why people or companies might leave Denmark, but it is essential that such decisions are made on an informed basis and that it has been clear that internationals can get assistance to maintain or retain their activities here.

Copenhagen Capacity must strengthen efforts to ensure that the international companies and talents already present here also stay here. We will achieve this by maintaining close contact with the international individuals and companies present in the region and by making it visible where assistance is available to ensure both their well-being and continued development.

International talents contribute significantly to Denmark's growth, innovation, and cultural diversity, thereby supporting the triple bottom line. Therefore, Denmark also needs a strategy for international specialists and labour. This should address how Denmark attracts, onboards, integrate and retain international talents and labour in order to better compete with other countries in attracting international talents.

Targets and initiatives:



We will ensure the development of a national strategy for international labour, or alternatively for the Greater Copenhagen or capital region. We will document the value chain for international employees in Denmark, identify challenges and solution models, and work towards implementing these solutions in collaboration with municipalities and other relevant stakeholders.



No international student should leave Denmark without having received a job offer or knowledge of job opportunities in Denmark. This will be achieved through an enhanced Young Professionals in Denmark programme, including a digital expansion that reaches all international students in Denmark. Furthermore, we will establish a national database of international employees and students in Denmark, providing knowledge, job matching, and advice.



Foreign companies in Eastern Denmark should be aware of where they can get help to secure their Danish base and maintain a strong presence here. We will strengthen efforts to ensure that all relevant foreign companies know where to get help if their presence in Denmark is challenged by their headquarters. We will systematically follow up on the investments we have been involved in and strive to ensure a positive development.

Ambition:
International talents and companies must feel welcome. They must act as ambassadors for Denmark and Copenhagen, contributing to increased attraction within their global networks. At the same time, it must be clear to all that help and assistance are available to ensure their well-being and continued development in Denmark.

How Copenhagen Capacity operates

Copenhagen Capacity attracts international companies and investments to Eastern Denmark and talents to businesses across the whole of Denmark. Our work is carried out by developing and promoting Denmark's strengths in close collaboration with relevant stakeholders and companies.

The organisation's work is primarily focused on three sectors where Denmark, and particularly Eastern Denmark, excels in being exceptionally strong:

 Life Sciences

 Green Transition

 Tech

Copenhagen Capacity also works to highlight Zealand's strengths in logistics, transport, and biosolutions, ensuring international growth and development for the benefit of the entire country. It is essential to foster positive development across all of Eastern Denmark, not just in the capital region.

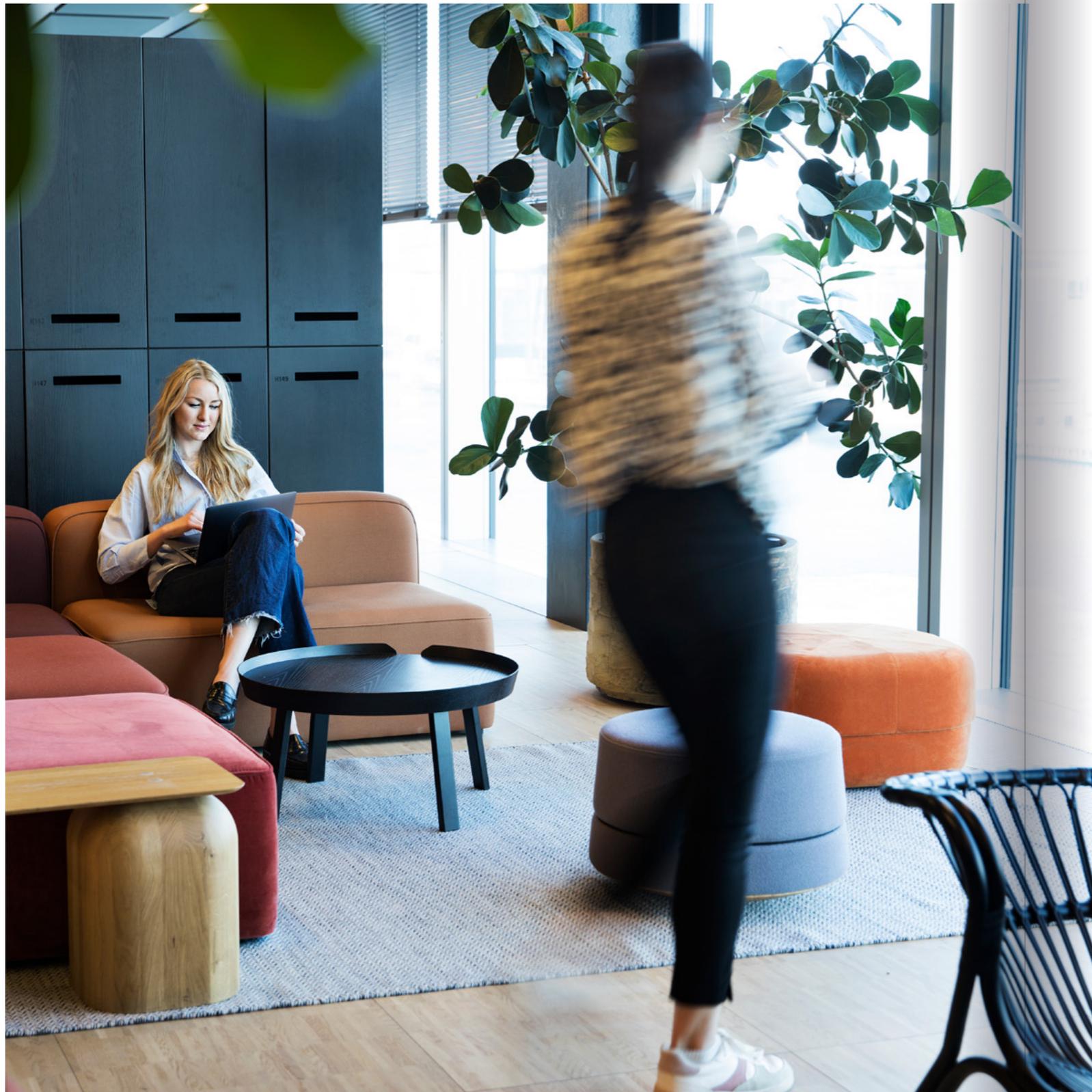
Each year, Copenhagen Capacity conducts a series of international marketing campaigns that help put Denmark and Copenhagen on the global map as attractive places to invest, establish a business, and work. This includes targeted talent and company attraction efforts through both digital campaigns and physical presence at selected international events.

Internationally, we collaborate with Invest in Denmark at the Ministry of Foreign Affairs, leveraging their global presence through Danish embassies and consulates. Additionally, the Copenhagen Goodwill Ambassadors, an international network, serve as global channels for outreach, lead generation, and providing valuable input to our work.

Copenhagen Capacity is responsible for several brands and websites, including Greater Copenhagen Region and A State of Denmark. Alongside marketing efforts, we place great emphasis on identifying individual companies poised for international expansion and engaging in intensive dialogues about the specific opportunities available to them by locating here. This effort is coordinated with Invest in Denmark, the national actor in the field.

Since 2012, Copenhagen Capacity has worked on talent attraction for Danish businesses and has now expanded this effort to include recruiting qualified personnel for the public healthcare system and research institutions.





An innovative and future-proof organisation

The world has changed significantly in recent years, presenting both entirely new opportunities and threats. With a more unstable global economy, changing work patterns post-COVID-19, the ongoing climate challenge, and the rise of artificial intelligence, businesses and the labour market face a number of fundamental challenges.

To remain at the forefront, Copenhagen Capacity must continuously develop into a resilient, attractive, and visionary organisation. Our organisation needs to become not only more economically, socially, and environmentally sustainable but also foster a holistic approach to employee well-being and their professional contributions to our common goals.

We will continue to ensure an attractive and forward-looking workplace. This will be achieved by integrating new work methods and technologies, such as artificial intelligence, as a tool for improving efficiency, enhancing our services, and use of data.

The organisation must be capable of fulfilling its purpose, which requires financial sustainability based on strong core funding. This ensures the continuous development of core competencies and the capacity to undertake new, large-scale innovative projects.

Additionally, we will expand our partnerships to make a larger impact collectively than we could on our own. A prime example is the Nordic-Asian Venture Alliance (NAVA), where a solid collaboration with other Nordic and Baltic capitals has significantly promoted the region, particularly in Japan, attracting more international investments.

We will also place a greater emphasis on developing future initiatives, ensuring that Copenhagen Capacity continues to be an organisation that is looked to for international inspiration. The sustainable transition remains a priority. Guided by the 17 Sustainable Development Goals and the UN Global Compact principles, sustainability will be further integrated into our work processes and measurement methods.

Copenhagen Capacity will maintain a clear voice in public debates on issues crucial to the Greater Copenhagen region realising its international potential.

The value of our work

Regardless of what Copenhagen Capacity is working on, it is crucial that our services are not merely “nice to”, but “need to”. Our efforts must, in some way, be decisive in influencing people or companies to act differently than they otherwise would have. Whether it’s international companies or employees choosing the Greater Copenhagen region or Denmark, our contribution must have been essential in guiding that decision.

This means that we contribute to creating economic growth (“profit”). Furthermore, the companies we support should, as much as possible, be part of the solution to challenges such as the climate crisis (“planet”). Finally, these companies must act in a socially responsible manner (“people”). When we evaluate whether an investment is sustainable, we rely on the EU’s definitions in this area.

The measurement of growth contributions is based on data from interviews conducted by an auditing firm with all the foreign companies we have helped establish, as well as the data traces left by the attracted international employees. The measurement methods concerning foreign companies have been developed in collaboration with Invest in Denmark and the Ministry of Foreign Affairs.

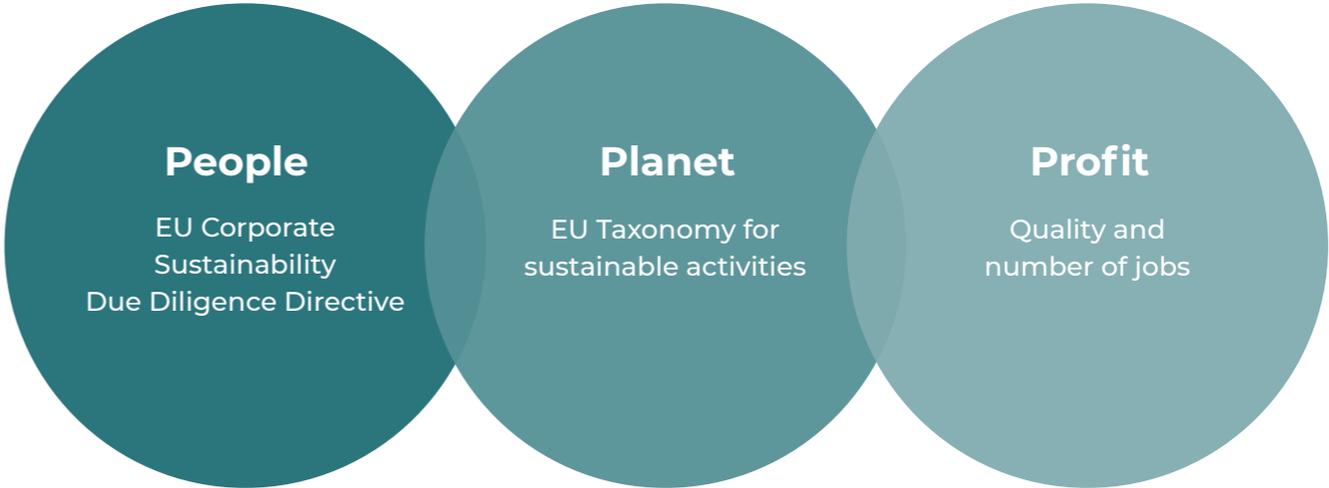
In addition to the visible business establishments and attracted employees, there are a number of indirect positive effects on the existing business community. These effects are estimated using an economic model. The investments themselves provide a direct economic boost.

But also the consumption of subcontractors and employees has indirect effects. Moreover, foreign companies have a positive spillover effect on the value creation of Danish businesses. These international companies bring new knowledge, concepts, and technology, which, over time, spread to the broader business community.

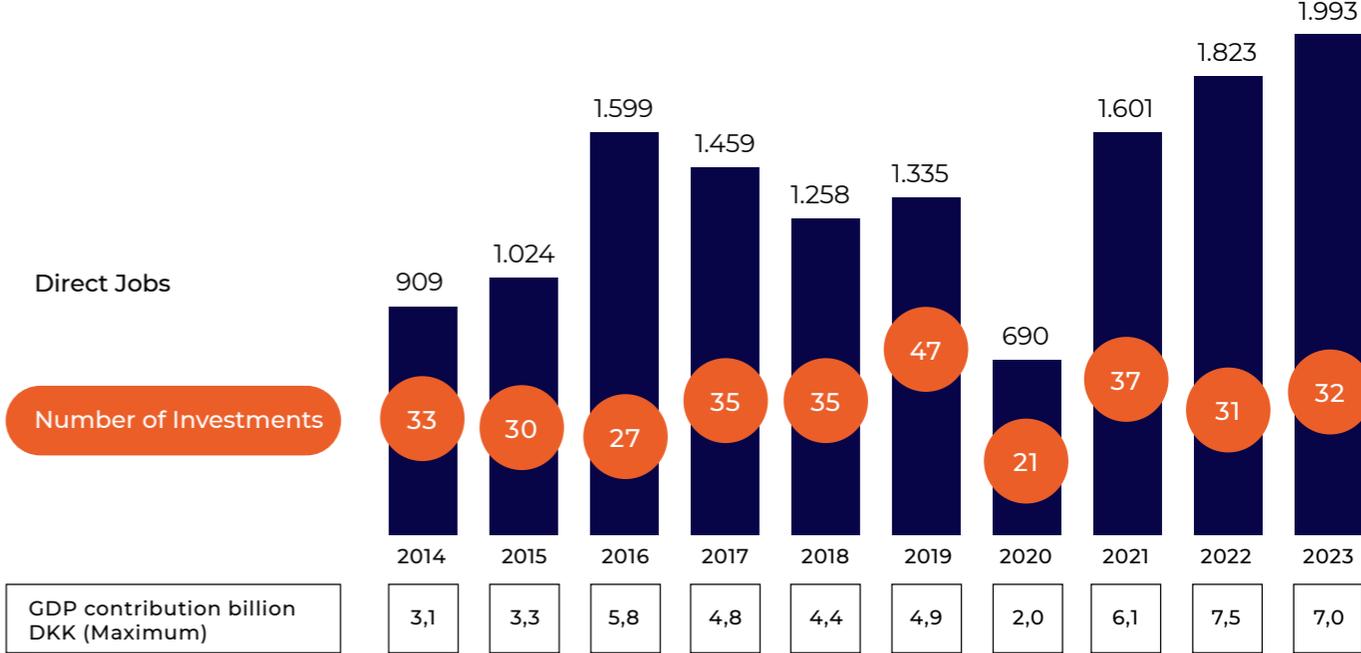
As a new initiative, we will aim for an increasing number of investments to make a significant societal impact by contributing to solving major societal challenges. The specific societal issues to focus on will be determined through dialogue with the board. Additionally, during the strategy period, we will establish a method for assessing whether an investment contributes to solving a societal problem.

This process will involve discussions with Invest in Denmark, which is working on similar themes, and may lead to an adjustment of the goals in this area during the strategy period.

Copenhagen Capacity measures our results on a triple bottom line:



Copenhagen Capacity’s results over a 10-year perspective – number of investments, direct jobs from the attraction of talents and investments, as well as GDP contribution.





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Copenhagen Capacity attracts international companies and investments to Eastern Denmark and talents to Danish businesses. We use Copenhagen's strong international brand, Eastern Denmark's unique business strengths, and Denmark's attractive business climate to attract knowledge and resources from around the world. The goal is to create sustainable changes that help the country tackle its most significant societal challenges. Copenhagen Capacity is a not-for-profit business foundation, funded by both public entities and private foundations and companies.