



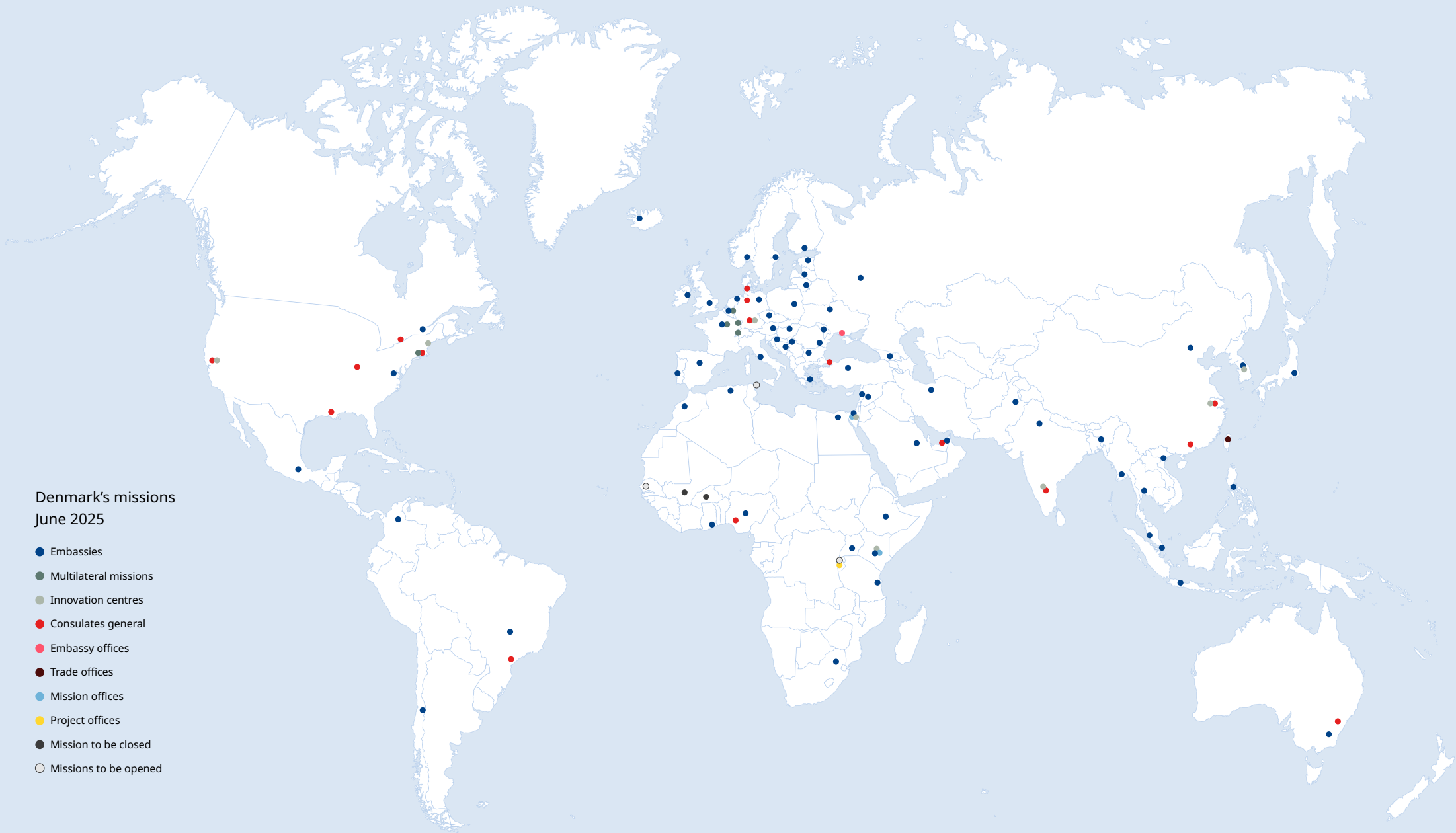
MINISTRY OF FOREIGN AFFAIRS
OF DENMARK

ACTION PLAN FOR ACTIVE AND EFFECTIVE ECONOMIC DIPLOMACY

Ministry of Foreign Affairs of Denmark 2025

Denmark's missions
June 2025

- Embassies
- Multilateral missions
- Innovation centres
- Consulates general
- Embassy offices
- Trade offices
- Mission offices
- Project offices
- Mission to be closed
- Missions to be opened



INTRODUCTION

Since Russia's invasion of Ukraine, the world has changed significantly. New realities are increasing the pressure on our security, our economy, and on Danish businesses. Effects are felt in global trade, where geopolitics is increasingly setting the global agenda, disrupting both our planning and the basic premises, we operate under. We have taken this new reality into consideration and strengthened our economic diplomacy accordingly. We have set a new direction, adjusted our organisation, and calibrated our course – as a response to the business community's demands for access to new markets, political backing in complex markets, and tailored advisory services suited for a time when the familiar must often give way to the unexpected. This action plan serves as a beacon for an active and effective economic diplomacy in an unpredictable world, where new crises may strike in ways we can never fully prepare for.

It is always difficult to describe the time we live in while standing in the middle of it. Everything is shifting simultaneously – trade, geopolitics, technology – and there is not always one clear marker that tells us when a turning point is reached. Nevertheless, many experience that global trade stands at a crossroads – and that the era after the fall of the Berlin Wall, where prosperity overall increased alongside globalisation, may have come to an end.

This calls for a new strategic approach to our economic diplomacy. The action plan at hand spans a broad palette of instruments, with the internationalisation of Danish companies at its core.

Danish businesses must navigate an increasingly unpredictable world with new and ever-changing rules for global trade. The changes present not only challenges, but also new opportunities. Danish strongholds are still in demand. This applies for instance to Danish solutions with respect to green and digital transformation, development of new food technology, treatment of lifestyle and chronic diseases, and now also for the transformation of the European defence industry.

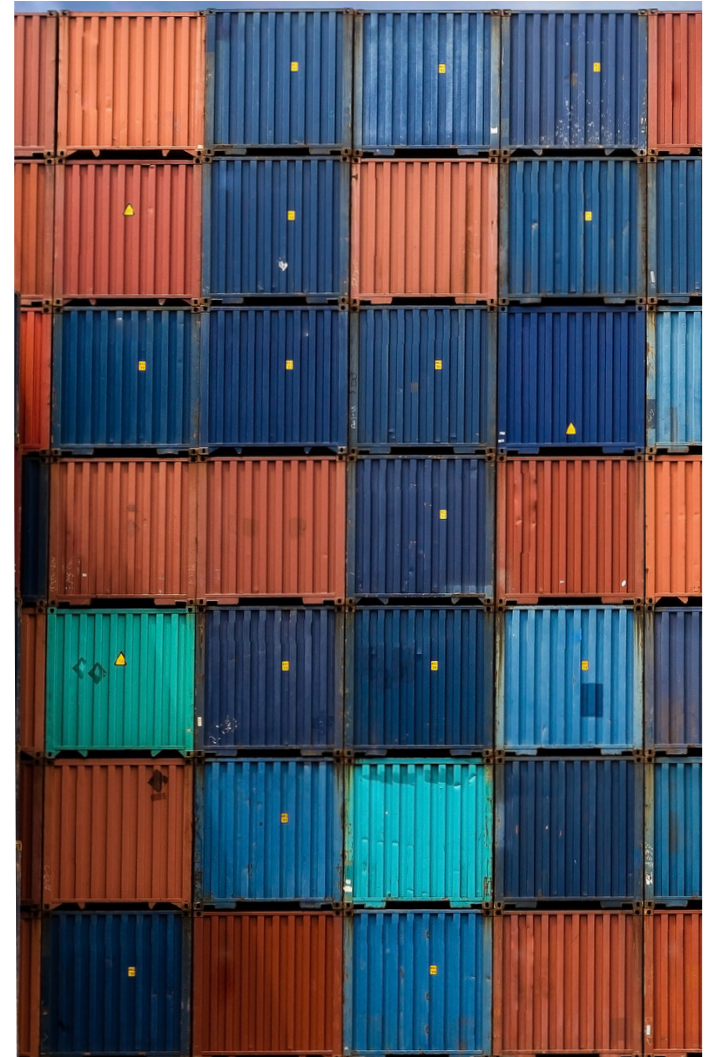
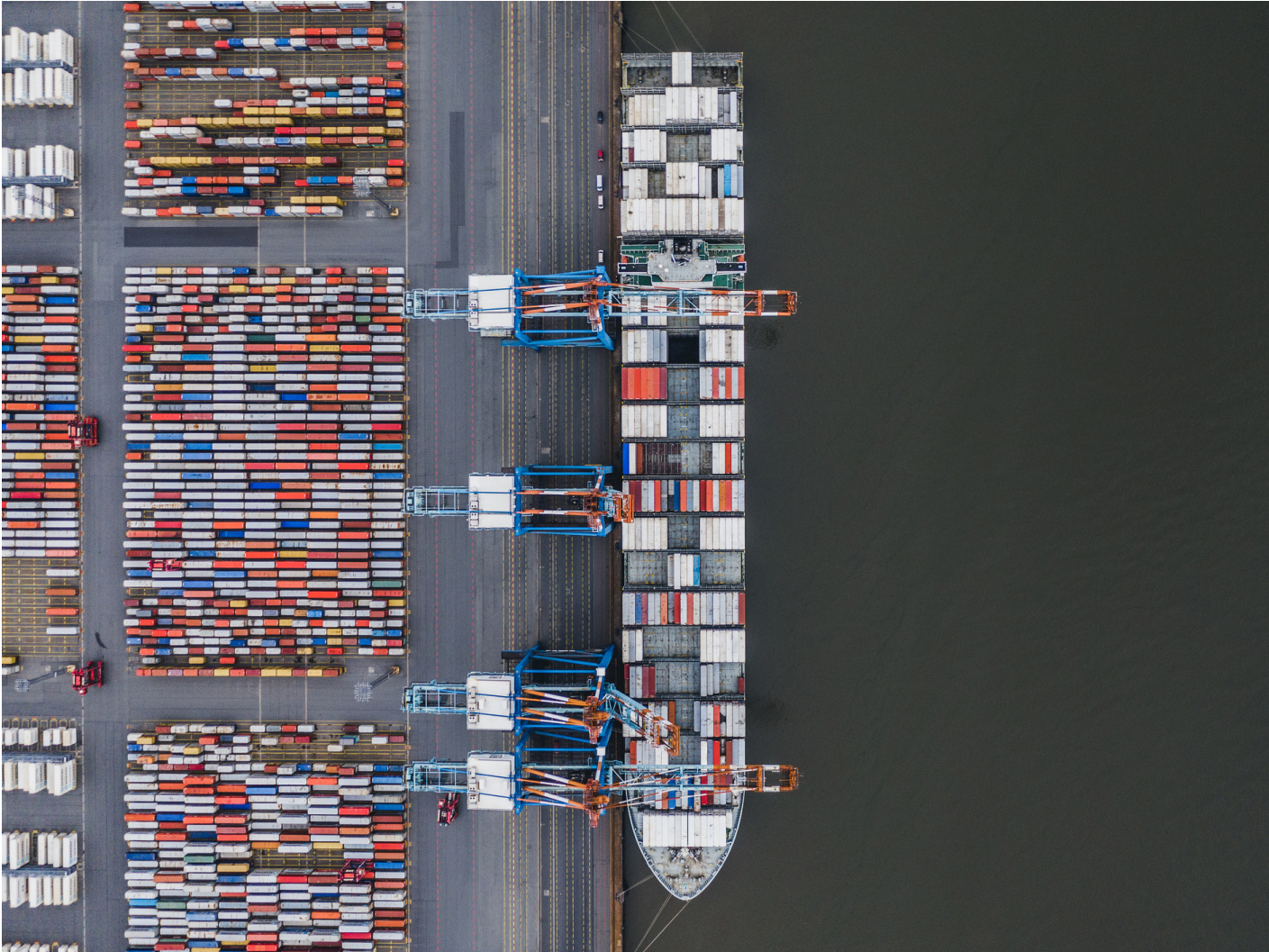
Diversification of the internationalisation of Danish businesses is key to ensuring that we do not become overly dependent on our traditional trading partners. When trade barriers grow and export markets become increasingly difficult to access and navigate, we must strengthen our efforts where the opportunities are the greatest. Increased trade within Europe and with emerging markets, which are ready to trade, presents new opportunities for prosperity, economic growth, and security – both abroad and at home. Integration between economic diplomacy and development policy does not only

create new exporting opportunities, it also fosters more robust global supply chains and strengthens Denmark as a trading nation. Efforts related to increased global sustainability, security, development, health and economic growth are increasingly intertwined – and that provides opportunities for new synergies.

Globalisation is far from over. 2024 was a record year for global trade. Yet the nature of globalisation is changing in these years. There are also opportunities in a time of multiple coinciding crises. As British Prime Minister Winston Churchill is often credited for saying, in the aftermath of World War II: “Never let a good crisis go to waste.” We must seek out solutions and focus on opportunities, even in challenging times. The Action Plan for Economic Diplomacy is our shared playbook to seize those opportunities, together.

Lars Løkke Rasmussen
Minister for Foreign Affairs

June 2025





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DANISH BUSINESSES IN A CHANGING WORLD

The world is in disarray. Great power rivalry is intensifying and geopolitical shifts are creating a new reality in which Danish companies must navigate. Critical dependencies, protectionism and trade restrictions are redefining global power dynamics, as China, the EU and the United States seek economic security and strategic autonomy. Transatlantic cooperation is under pressure. The West's share of the global economy is shrinking, and new growth centres are emerging in Africa and Asia. Trade barriers are increasing and trade liberalisation initiatives are becoming fewer in number.

Geopolitics has become a critical factor in corporate decision-making, and businesses are increasingly seeking political-commercial advisory in order to navigate the increasingly complex world economy. Denmark has benefited greatly from globalisation. But as a small, open economy, we are vulnerable to shifting geopolitical winds. More than 900,000 jobs in Den-

mark are directly or indirectly linked to Danish exports of goods and services. In addition, nearly one-in-five employees in the private sector are employed by a foreign-owned company. Meanwhile, Danish trade is concentrated around a few geographical regions, which increases vulnerability to global disruptions.

The Danish economy has remained strong in recent years. Maintaining this position, however, requires a focused strategic vision and efforts to ensure that Denmark continues to make its mark globally. We must have a more targeted and proactive economic diplomacy that builds on our existing strengths, while also equipping us for the new global reality we face. This calls for an updated strategic framework that future-proofs our efforts to create tangible results for Danish companies and measurable economic impact for the Danish society as a whole.

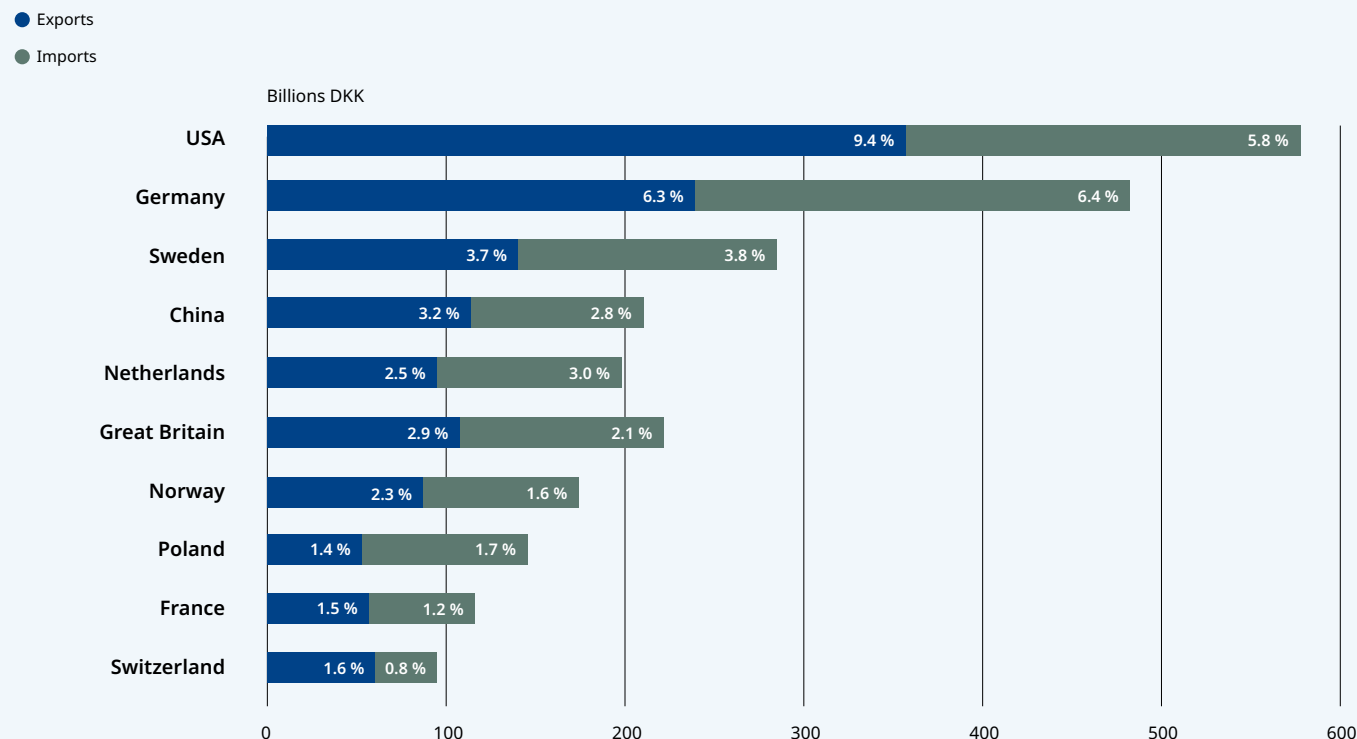
DIVERSIFYING THE INTERNATIONALISATION OF DANISH COMPANIES

The Danish economy is deeply connected with the surrounding world and therefore vulnerable to global disruptions. Today, both trade and supply chains are concentrated in a limited number of markets and supplier countries. More than 80% of Danish trade is with the United States, European countries and China, and many companies source the majority of their production inputs from a single country. SMEs in particular have limited capacity to spread and mitigate risks.

Dependence on a limited number of markets makes Danish companies vulnerable to geopolitical tensions, trade disruptions and changing demand. It is therefore crucial to support a more balanced approach to internationalisation, where more markets, sectors and companies are brought into play.

An active and effective economic diplomacy must contribute to strengthening the international presence of our companies and building more robust supply chains that promote economic growth and increase resilience in a more uncertain world.

DENMARK'S TOP 10 LARGEST TRADING PARTNERS DKK BILLIONS (2024)



Source: Statistikbanken.dk/BBQ.

Trade is calculated as the sum of exports and imports. The graph includes trade in both goods and services. The percentages are calculated as a share of Denmark's total trade.

THE WAY FORWARD – INITIATIVES THAT STRENGTHEN DANISH BUSINESSES GLOBALLY

Economic diplomacy must support Danish prosperity, security and values. A combination of advisory services on internationalisation, access to global innovation environments, and attraction of foreign investments will help Danish businesses develop its strongholds, create economic growth and jobs, and thereby promote a sustainable and robust development of Danish society.

A strengthened and more coordinated effort to achieve these goals must bring the full expertise of the Foreign Service into play, in close partnership with the business community, public authorities, research institutions, and other organisations. This requires a coordinated whole-of approach that brings together political, commercial and sector-specific interests to create greater impact, ensure legitimacy, and deliver long-term solutions. To create the greatest value and effect, it is essential to establish a clear common direction and coherence between the efforts across all of Denmark and the missions of the Foreign Service.

The following initiatives form the core of the action plan and aim to translate the ambitions for an active and effective economic diplomacy into concrete actions – and thereby ensure that Denmark and Danish companies stand stronger in the new global reality.

Denmark's economic diplomacy must

- Support Danish companies in navigating an increasingly uncertain and unpredictable world.
- Diversify the internationalisation of Danish companies and thereby increase the resilience of Danish businesses.
- Promote Danish strongholds globally by promoting innovative Danish solutions and attracting foreign investments.

- Increase Danish companies' access to global markets by influencing local framework conditions and enhanced utilisation of EU trade agreements.
- Increase integration between economic diplomacy and development policy to create new opportunities of growth, reduce vulnerabilities, and support sustainable value chains.

See Appendix 1 for the core narrative about the role and ambitions of economic diplomacy.

MAINTAINING ECONOMIC DIPLOMACY EFFORTS AND INTRODUCING NEW INITIATIVES

The 2024 Finance Act allocated additional funding to the Ministry of Foreign to maintain export and investment promotion efforts in 2024-2027. The action plan forms the strategic framework for delivering these initiatives and serves as the primary tool for coordination and implementation between the Ministry of Foreign Affairs, relevant line ministries, and the business community to ensure a joint prioritisation and follow-up on the specific initiatives.

The funding implies that the strategic direction set out in the Action Plan for Economic Diplomacy (2022-2023) can continue through 2027. This includes:

1. A continued focus on sector specialisation and strategic sector cooperation within Danish strongholds (i.e. energy, food and agriculture, health and life science, tech and digitalisation, and water and environment) through the use of sector experts.
2. Maintaining a high level of funding for joint trade promotions and internationalisation of Danish SMEs.
3. A continued focus on sustainable value chains.

4. Maintaining efforts to attract foreign investments that support economic growth and development of Danish strongholds, accelerate the green transition, and increase societal resilience.

In addition, the funding has enabled the following new economic diplomacy initiatives:

- Increased strategic sector focus with two new sectors – the defence industry and the maritime sector.
- Establishment of new units in the Ministry of Foreign Affairs relevant to the business community:
 - *The Department of Geopolitics and Analysis*, which focuses on geopolitical business advisory services and geopolitical analyses.
 - *The Department of Economic Security*, which focuses on economic sanctions, FDI-screening and export controls, and societal resilience.

- *The Secretariat for Government-to-Government Cooperation*, which fosters stronger partnerships with commercial government-to-government cooperation and private actors.
- Better access to obtaining business visas for foreign business travellers from third countries through increased capacity for processing visa applications at selected visa hubs at a number of Danish missions.

STRATEGIC DIRECTION FOR ECONOMIC DIPLOMACY OF THE FUTURE

The strategic direction for the future of economic diplomacy builds on four principles, aimed at ensuring that all efforts are strategically anchored, create measurable value for Danish businesses, and strengthen Denmark's international economic engagement.

1. DIPLOMACY AS A LEVER FOR BUSINESS INTERESTS

The strategic comparative advantage of the Ministry of Foreign Affairs lies in the interaction between diplomacy, government-to-government cooperation, and market insights. Access to local decision-makers, influence on local regulation, and strategic cooperation can create better framework conditions for Danish companies globally – and thus position Denmark as a key partner for developing solutions to help solve societal challenges.

2. VALUE AND IMPACT FOR DANISH BUSINESSES

Economic diplomacy must be business-oriented and results-driven. Business advisory services must deliver impact in terms of increased exports and investments and improve the ability of companies to navigate the complex global economy. These efforts therefore focus specifically on creating concrete results for Danish companies and measurable socioeconomic impacts.

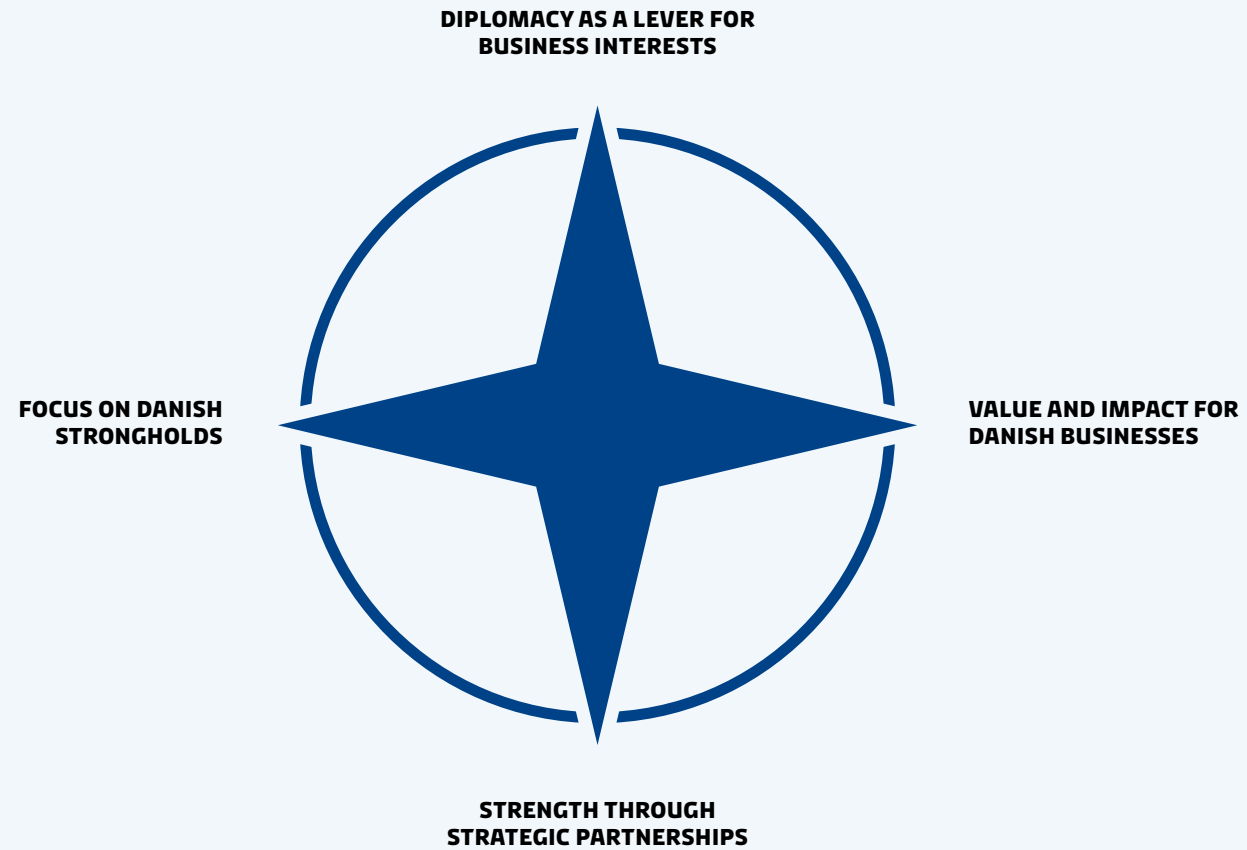
3. STRENGTH THROUGH STRATEGIC PARTNERSHIPS

A strong economic diplomacy builds on partnerships between businesses, public authorities, research environments, and international stakeholders. Joining forces ensures greater impact, legitimacy, and new opportunities. Mutual interests are a priority in our partnerships. In close dialogue with Danish businesses, we ensure that our common efforts deliver the greatest possible impact.

4. FOCUS ON DANISH STRONGHOLDS

Initiatives must be targeted the strongholds of Danish business through a strategic sector focus. We must continue doing what we do best and cultivate the comparative advantages of Danish businesses. This is where the impact and the international potential are the greatest. That is why our efforts are concentrated on strategic focus sectors.

A STRATEGIC COMPASS



TOOLS

The strategic compass sets the direction for a coordinated effort. The tools are the concrete means for translating the strategic direction into practice. Together, the compass and the tools will create results for Danish companies and contribute to economic growth and socioeconomic impact.

1. INNOVATION AND EXPORT PROMOTION

Danish companies are supported daily in their international market development through advisory services provided by the Ministry of Foreign Affairs across more than 70 markets. These efforts must continue – and be further targeted. Innovation and internationalisation advisory services must be further developed and offered proactively based on concrete needs, priorities and potential of the companies. Advisory services must cover the entire internationalisation journey – including knowledge about partnerships within new business areas, market assessments, export orders, expansion of market shares, and assistance with establishment in new markets. SMEs are prioritised through coordinated advisory processes that combine local advice in the regional business hubs across Denmark and ecosystems with global market access provided by embassies, consulates general, and innovation centres.

2. GEOPOLITICAL BUSINESS ADVISORY

The Ministry of Foreign Affairs offers targeted advisory services to Danish companies on geopolitical developments. With an extensive global network and deep insight into local political and economic conditions, the Ministry of Foreign

Affairs has a unique position to meet the needs of Danish businesses for knowledge and analysis across markets. Geopolitical advisory services are continuously enhanced with a focus on monitoring, risk assessments and analysing commercial implications of policy developments.

3. SECTOR SPECIALISATION

A sector-specific approach across exports, innovation and attraction of foreign investments increases the value of the advisory services. Specialisation within energy, defence industry, food and agriculture, maritime, health and life science, tech and digitalisation, and water and environment enables a professional and targeted dialogue with companies, academia, public authorities, and international partners. Advisory capacity must be focused and coordinated across authorities and selected missions. Priorities are continuously adjusted in sector fora, where public and private stakeholders share knowledge, set strategic direction, and coordinate initiatives.

4. STRATEGIC PARTNERSHIPS

Denmark's proud tradition for public-private collaboration provides a strong platform for promoting strongholds of Danish businesses internationally. This is evident with the public-private marketing consortia that help promote Danish solutions around the world. Based on mutual interests, we must continue to develop partnerships with strategically selected countries and maintain dialogue with Danish businesses through fora for cooperation such as CEO Forum, Key Account Forum, Contact Forum, and the sector fora. At the same time, Danish companies are important partners for the Foreign Service. Their insights into markets and sectors

support the work of the Ministry of Foreign Affairs and thereby strengthens Denmark's bilateral relations.

5. GOVERNMENT-TO-GOVERNMENT COOPERATION

Stronger government-to-government cooperation and strategic sector cooperation is essential. Exchanges of experience between public authorities in partner countries on frameworks and conditions provide valuable insight into market environments and build relationships with key decision-makers. This increases awareness of Danish solutions and technologies, and promotes trade, sourcing and attraction of foreign investments. When Danish missions serve as knowledge hubs and entry points to strategic focus sectors, they open doors for commercial cooperation.

6. INFLUENCING INTERNATIONAL FRAMEWORK CONDITIONS THROUGH THE EU

We must strengthen trade relations and ensure better market access in partner countries, and thereby increase the resilience of Danish society and economy. An important part of these efforts takes place through European cooperation at the EU level, working together to promote security of supply in critical areas and reduce vulnerability to strategic dependencies.

7. ATTRACTING FOREIGN INVESTMENTS

We must focus on attracting technology- and knowledge-intensive investments that strengthen productivity and innovation in Danish business and support the development of Danish strongholds. These investments will contribute to solving Denmark's societal challenges and foster a more resilient Danish economy.

WITH A GOAL OF ACTIVE AND EFFECTIVE ECONOMIC DIPLOMACY, THE MINISTRY OF FOREIGN AFFAIRS HAS

- Delivered tailored advisory services to almost 3,000 unique companies annually.
- Created socioeconomic benefits amounting to approximately DKK 4 billion through the provision of advisory services to Danish companies in the period 2013-2022.
- Allocated DKK 3 million and 6,000 activity hours annually for specific partnership projects between public and private actors.
- Increased funding for joint trade promotions in the period 2024-2027 amounting to a total of DKK 44.4 million annually, and allocated DKK 5 million annually for incoming delegation visits from foreign authorities.
- Allocated DKK 41.3 million annually (2024-2027) to strengthen the international growth of SMEs. This funding will be implemented in part as a reduction in the hourly rate that SMEs pay for the Ministry of Foreign Affairs' advisory services and tailored programmes covering their export journey.
- Increased the reach of innovation services and insights to the benefit of Danish companies in global markets through the specialised strategic work at Innovation Centre Denmark placed strategically in innovative hotspots around the world.
- Seconded international business advisors from the Ministry of Foreign Affairs in regional business hubs across Denmark to ensure local access to the global network of the Foreign Service and to supply more coherent internationalisation advisory services – from export-preparation efforts in Denmark to market activities at embassies, consulates general, and innovation centres.
- Increased the focus on green economic diplomacy in multilateral platforms – such as the UN Climate Conference, New York Climate Week, and at the G20 – in partnership with Danish businesses in the green sectors.
- Introduced differentiated hourly rates for business advisory services by the Ministry of Foreign Affairs ensuring a better match with the level of local costs. This means that advisory services in low-income countries will be approximately 30% cheaper from 2025 than they were the previous year.
- Taken the initiative to establish a regional innovation centre in Kenya, opening in 2026.
- Expanded the sector focus to include the defence industry and maritime sector with new sector fora setting a common strategic direction.
- Launched *the Strategy for Attracting Foreign Investments (2024-2027)*, with a focus on attracting investments that help create new technology, knowledge and resilience. Over the past four years, these efforts have resulted in 230 foreign investors choosing Denmark as the place to invest. The investment projects are estimated to have generated approximately 8,000 jobs in total.
- Worked to enable strategic alliances in markets with Strategic Sector Cooperation spanning over several years, with the aim of creating synergies and commercial opportunities.

THEMATIC FOCUS AREAS

THE PARTNERSHIP APPROACH

The lesson learned from the *Action Plan for Economic Diplomacy 2022-2023* is that partnerships are essential for an effective economic diplomacy. This approach is continued in the new action plan.

The approach of the Ministry of Foreign Affairs to economic diplomacy builds on a broad dialogue, knowledge sharing, and common priorities with key partners. This is reflected in the work in partnership fora such as CEO Forum, Key Account Forum, Contact Forum, and sector fora, where relevant stakeholders continuously are involved in the prioritisation of strategic initiatives. These platforms play an important role, for example when new regulation and changing framework conditions in global markets require action in close coordination between public authorities and Danish businesses.

In a world of increasingly complex trade flows and barriers, the full expertise and network of the Foreign Service must be brought into play. The business advisory services of the Ministry of Foreign Affairs are based on the unique access to public authorities and deep insight into international market conditions and societal trends. Therefore, cooperation across the Ministry of Foreign Affairs' political and commercial departments is vital.

At the same time, the Ministry of Foreign Affairs has strengthened its presence in the Danish business promotion system. The collaboration with the Danish Board of Business Development, the regional business hubs, and other stakeholders, including innovation networks and clusters, supports a more coherent business promotion effort – particularly with respect to the internationalisation of SMEs and the promotion of regional strongholds in Denmark. The inter-municipal business hubs serve as a local gateway to the export promotion system, while cooperation with the Ministry of Higher Education and Science on Innovation Centre Denmark contributes to the development of the strongholds of tomorrow and commercialising new knowledge generated by academia.

Partnerships extend globally. Long-term government-to-government cooperation is important, as Danish and foreign authorities share knowledge and capacity – while also providing access to strategic decision-makers and market opportunities.

In addition, official visits and joint trade promotions with the participation of The Royal Family and ministers are central to economic diplomacy. The high-level diplomatic access that comes with the participation of ministers and The Royal Family opens doors to markets in a way that would not otherwise be possible.

THE MINISTRY OF FOREIGN AFFAIRS WILL

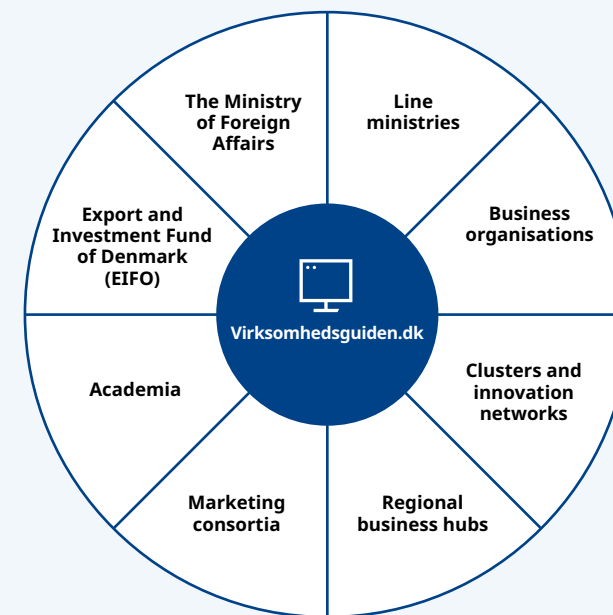
- Strengthen the partnership approach as a cornerstone of economic diplomacy. Danish companies are important partners of the Foreign Service – their insights into foreign markets and their sectors support the work of the Ministry of Foreign Affairs and can strengthen Denmark's bilateral relations.
- Promote public-private partnerships where authorities and businesses collaborate towards meeting common goals and contribute with their respective resources and expertise.
- Continue the established fora for dialogue with the business community – including the CEO Forum, Key Account Forum, Contact Forum, and sector fora – as platforms for coordination, strategic dialogue, and prioritisation.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Support improved coordination and knowledge sharing across the Ministry of Foreign Affairs' different departments, other authorities and key stakeholders in the Danish business promotion system – including the Danish Board of Business Development, the regional business hubs, and the clusters and innovation networks.
- Strengthen the focus on a more coherent approach to the internationalisation of Danish companies – particularly SMEs – from early-stage advisory services provided by the regional business hubs to export and innovation advisory services through the Ministry of Foreign Affairs' global network.
- Actively use and contribute to marketing consortia as part of export promotion efforts.

THE MINISTRY OF FOREIGN AFFAIRS IS PART OF A LARGER ECOSYSTEM

The Ministry of Foreign Affairs is part of a coherent business promotion effort, where various public and private stakeholders contribute to promoting Danish business and Danish strongholds internationally. The diagram does not provide an exhaustive list of stakeholders, but gives an overview of the Ministry of Foreign Affairs' most central partners. For each specific task, it should always be considered whether contributions from other stakeholders are needed to ensure value for companies – this is the whole-of-approach in practice.



INTERNATIONALISATION – FROM STARTUP TO GLOBAL PLAYER

The Ministry of Foreign Affairs must promote Denmark's international trade by supporting companies throughout their internationalisation journey – from the pre-commercial phase through export preparation to the execution phase. The ministry assists Danish companies with exporting and internationalisation and offers advisory services and instruments tailored to their needs at each stage of their customer journey.

Large companies today account for more than 50% of Denmark's exports. The large companies serve as growth engines in their sectors, and the Ministry of Foreign Affairs is focused on supporting their engagement in existing and new markets. At the same time, large companies can bring smaller companies along into new markets through business alliances. One goal going forward is the establishment of more business alliances, where companies join forces to create opportunities together in specific sectors and markets.

For large companies, advisory services from the Ministry of Foreign Affairs are an important tool to advance their interests and influence framework conditions in global markets. The aim is to enhance the interaction between market access for the companies and access to local decision-makers and public

authorities at the political level by the missions. The comparative advantage lies in the Ministry of Foreign Affairs' unique access to local authorities as the official representative of Denmark. Dialogue with authorities at all levels is at the core of what the Ministry can uniquely offer.

To ensure the right services in relevant markets, companies are offered participation in the Ministry of Foreign Affairs' Key Account Partnership Programme. As a Key Account Partner, companies are assigned a Key Account Manager within the ministry who coordinates efforts across markets, provides strategic sparring with the ministry, and helps develop tailored advisory services to meet the company's specific needs.

SMEs constitute 99% of Danish companies, and more than 35% of the Danish workforce is employed in an SME. There is great potential for Danish exports, the economy and employment by assisting more SMEs with growth through internationalisation. The Ministry of Foreign Affairs supports SMEs with instruments in all phases of their internationalisation, from product commercialisation to export readiness and entry into foreign markets.

INNOVATION CENTRE DENMARK (ICDK)

With strategically located innovation centres in Bangalore, Boston, Munich, Seoul, Shanghai, Silicon Valley, and Tel Aviv, ICDK aims to strengthen Danish innovation, development, growth, and employment by bringing home knowledge and providing access to leading innovation ecosystems. ICDK focuses on the earliest stages of internationalisation, including knowledge mapping and engagement with key innovation stakeholders such as research institutions, public authorities, venture capital, startups, and companies. The objective is to commercialise new knowledge and research, support startups and spin-outs, stay on the forefront of emerging technologies, and stimulate market demand. In addition, ICDK works with talent exchange and development, business development in collaboration with Danish companies, innovation-intensive R&D projects, and tech scouting. ICDK is a partnership between the Ministry of Foreign Affairs and the Ministry of Higher Education and Science, combining the diplomatic network and global insights of the foreign service with in-depth knowledge of Danish research and innovation. Together, the two ministries develop models for ICDK's ongoing geographic expansion and strategic focus.

THE SME CUSTOMER JOURNEY – NEEDS AT DIFFERENT STAGES



GEOPOLITICAL BUSINESS ADVISORY

Geopolitical uncertainty has become an unavoidable framework condition, impacting companies' core business and strategic decision making. War, sanctions, and geopolitical shifts can close markets from one day to the next, disrupting - and therefore requiring adjustments to - supply chains. Danish companies are increasingly seeking broad and in-depth geopolitical advisory services from the Ministry of Foreign Affairs - from advisory services on specific markets to deeper analyses of international trends and scenarios.

The Ministry of Foreign Affairs must provide political-commercial business advisory services on regional and global developments that take the future into consideration. This requires that knowledge generated across the Foreign Service - from ambassadors to political staff and sector experts - is brought into play and better utilized to the advantage of Danish companies. Knowledge and analytical capacity must span the Ministry of Foreign Affairs' specialist units and missions to ensure that insights are integrated across geographies and different areas of expertise. The aim is to strengthen the basis for decision-making for companies and contribute to more coherent advisory services for the business community in a changing world.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Continue to develop and roll out geopolitical business advisory services that translate the combined knowledge of the Foreign Service and other authorities into regional and global analysis and strategic guidance for companies, including through trend analyses and scenario development.
- Further strengthen the mobilisation of knowledge across the Ministry of Foreign Affairs and the missions so that analyses and business advisory services are based on political insights, market understanding, and sector expertise - with the close involvement of companies.

INFLUENCING INTERNATIONAL FRAMEWORK CONDITIONS THROUGH THE EU

Open global trade contributes to growth and prosperity in Denmark and Europe. Denmark actively champions free trade and a strong internal EU market. As a small, open economy, we depend on rules-based trade - but today we face increased economic protectionism, trade tensions, unpredictability, and a weakened WTO. Therefore, it is decisive to use our influence on global trade through the EU - Denmark's most important platform for securing our trade policy interests.

Through the EU, Denmark works for ambitious free trade agreements, fair competition and a rules-based trade system. We engage in internal EU trade policy discussions and push for a strategic, yet open, trade policy that strengthens Danish companies, ensures a level playing field, and addresses geopolitical challenges.

More strategic and robust trade and industrial policies in the EU aim to strengthen competitiveness, resilience, and economic security by supporting European security of supply and ensuring the EU's role in the development of innovative technologies. This must be done without the EU turning inward. Simultaneously, it is a focus to expand the EU's network of free trade agreements, sector collaborations, and raw material partnerships (CRMs) in Africa, Asia, the Indo-Pacific region, and Latin America in order to diversify supply chains and foster resilience.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Promote an open but more strategic and robust EU trade policy that is more oriented towards addressing geopolitical challenges.
- Push for an expansion of the EU's network of free trade agreements, raw material partnerships, and other forms of economic cooperation in Africa, Asia, the Indo-Pacific region, and Latin America, with a focus on Danish strongholds, market access, and reduction of trade barriers.
- Work for rapid EU ratification of the negotiated trade agreements with Mercosur and Mexico, and better implementation and utilisation of existing agreements.
- Work for a more targeted and country-specific approach in the EU's trade negotiations balancing ambitious demands on, for example, sustainability with terms of agreement that are realistic for partner countries.
- Support the EU's efforts to create a level playing field globally and counter unfair trading practices, including through targeted and proportional use of EU trade policy instruments within the WTO rules.
- Prevent protectionist trends in EU sector legislation through trade policy impact analyses in strategic focus areas.
- Through the EU, work for reforms of the WTO to future-proof the organisation and ensure that it remains a safeguard against protectionism.
- Support the development of new rules for digital trade and artificial intelligence (AI), promote free movement of data flows, and combat digital protectionism in EU trade agreements and WTO negotiations.
- Protect intellectual property rights to ensure innovation and development within Danish strongholds.
- Promote green trade liberalisation in the EU's bilateral trade agreements and plurilateral WTO initiatives, facilitating the dispersion of goods and services, that help protect the environment.
- Support the access of Danish companies' – especially SMEs' – to global markets by providing market access advisory services on custom tariffs and EU free trade agreements, as well as capacity building in collaboration with business organisations.
- Target efforts to reduce specific market barriers in dialogue with the European Commission and EU member states, and through the Commission's Market Access Committee.

GLOBAL SUPPLY CHAINS AND PREVENTION OF CRITICAL DEPENDENCIES

The global division of labour, with tightly interlinked supply chains, is under pressure, causing increased uncertainty for Danish companies. Denmark and Europe must build strategic autonomy to avoid economic coercion and political pressure through export restrictions, trade barriers, and disruptions in supply chains that are critical to vital functions of our society. A strategic trade policy, strong partnerships, and – where necessary – targeted protective instruments are essential to ensure resilience, protect critical infrastructure and technology, as well as securing access to essential resources for the green transition.

The realisation that trade and industrial policy is closely intertwined with security policy places new demands on corporate risk management. The COVID-19 pandemic and Russia's invasion of Ukraine have highlighted the importance of understanding supply chains and managing vulnerabilities. As a response, numerous Danish companies are now adjusting their international engagements in order to reduce their exposure to certain countries. SMEs in particular may be more vulnerable to supply chain disruptions due to less diversified networks of suppliers and limited resources.

DANISH COMPANIES' EXPOSURE TO GLOBAL UNCERTAINTY

Many Danish companies depend on a limited number of supplier countries, making them vulnerable to geopolitical tensions and trade disruptions. Smaller companies in particular have limited options for dispersing – and thereby reducing – risks. An analysis from Kraka documents the increasing dependence on individual countries and impact of shocks in the supply chains.

Main conclusions in Kraka's analysis of Danish companies' global supply lines

- 60% of Danish companies' production inputs come from a single supplier country; small companies in particular tend to depend on a single supplier.

- The number of companies that single-source all of their inputs has grown from 43% to 56% since 2001.
- In 2001, 6% of the single-sourcing companies imported inputs from China – in 2021, the share had increased to 36%.
- As a result of China's COVID-19 lockdowns, imports for single-sourcing companies fell by 60%, while companies with a diversified supply strategy avoided significant disruptions.

Source: Wilken & Kieler, Kraka, February 2025.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Support companies in diversifying their supply chains in order to increase resilience to geopolitical shifts. As a public authority with strong commercial competencies combined with political insights and networks, the Ministry of Foreign Affairs is well equipped to assist companies that are directly or indirectly affected by supply chain disruptions.
- Strengthen the dialogue between the public and private sectors and the research community, with an objective to establishing more robust supply chains, including supply chains for maintaining critical functions in our society.
- Strengthen the focus on attracting foreign direct investments that reduce critical dependencies and support resilience of our society.





SUSTAINABILITY IN GLOBAL VALUE CHAINS

Working with sustainability in global value chains means that Danish companies' products and solutions contribute to sustainable development throughout the world, and that individual companies work to promote sustainability in their production and value chains. As part of the efforts to make value chains proof for the future, companies must integrate social and environmental sustainability into their strategies. Responsible business conduct is key to making business models ready for the future. Companies at the forefront of sustainability will have a competitive advantage and may also help raise the sustainability of the industry as a whole.

The EU's ambitious legislation on corporate sustainability should not be perceived as protectionist or a barrier to trade and economic growth for our partners in growth markets; instead, the objective is to promote sustainable transformation throughout the value chain. Danish companies generally have high standards for sustainability, and the Ministry of Foreign Affairs must help companies implement their own ambitious strategies for sustainability, as well as comply with EU and local regulations.

Denmark will work to further integrate emerging markets into our global value and supply chains, and therefore the Ministry of Foreign Affairs will strengthen trade and commercial engagement in countries with difficult market conditions. The Foreign Service aims to strengthen business advisory services in emerging markets on responsible business conduct across sectors by increasing local insights and networks focused on social and environmental sustainability.

These advisory services will promote integration of development policy priorities and the strengthening of Danish companies' global value chains. Specifically, advisors will assist companies with market insights, access to local networks, risk assessments and identification of relevant partners in what may often be non-transparent and bureaucratic markets. These efforts will be in close collaboration with local partners and through the use of DANIDA business instruments and financing.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Support Danish companies' work with robust and sustainable value chains across prioritised sectors.
- Continue efforts with value chain advisors in selected growth markets of particular relevance for Danish companies. The value chain advisors will advise Danish companies on responsible trade and develop cooperation with subcontractors and local partners.
- Initiate new partnerships with the UN Global Compact Network Denmark, Concito, and Ethical Trade Denmark on analyses, capacity building, and advisory services on risks and sustainability in global value chains.
- Continue to support export promotion campaigns focusing on sustainable value chains.
- Launch a new initiative in 2025 of DKK 50 million of development assistance funds with a focus on strengthening sustainability and the ability to meet the high standards for sustainability in Europe for African suppliers, in order to make them attractive partners for Danish companies in the future.
- Use DANIDA business instruments to ensure that Danish companies contribute to local job creation and economic growth in emerging markets.
- Promote partnership programmes that strengthen Danish companies' commercial engagement, job creation, and economic growth in growth markets.

EMERGING MARKETS PRESENT NEW OPPORTUNITIES

High growth rates, a growing middle class, and increased purchasing power in Africa, Asia and the Middle East are creating new opportunities for exporting Danish goods and services. Trade policy and the EU's international partnerships must promote the dialogue with emerging markets on better frameworks for commercial cooperation to the benefit of both parties. The priorities are to ensure market access, provide access to critical resources, and to foster robust supply chains and sustainable value chains. Many emerging markets seek increased trade, investments and access to new technology. Active economic diplomacy and development of partnerships based on mutual interests and Danish strongholds is an enabler in this regard.

The Danish Government's strategy *Africa's Century (2024)* sets the course for stronger engagement and equal partnerships, where offers are better aligned to the priorities of the partner countries. Strategic and commercial competition for access to critical raw materials is a reality, especially in emerging markets with mineral deposits essential to the green transition. Many African countries also offer favourable conditions for the production of green energy, and potentials for green corridors and shipping are considerable. These areas align well with the strongholds of Danish businesses.

Working through the EU, Denmark will engage in the rollout of the EU Global Gateway initiative, which aims to create a framework for sustainable investments in areas such as green infrastructure. Denmark also supports strategic partnerships under the EU *Clean Trade and Investment Partnerships* in order to achieve geopolitical, commercial and energy policy goals. In addition, Denmark will work for the establishment of more *Sustainable Investment Facilitation Agreements* to promote sustainable investments between the EU and selected third countries.

The UN system and the World Bank can be used as gateways in relation to new emerging markets. Over the past four years, Denmark has delivered goods and services totalling more than DKK 7 billion to UN organisations, corresponding to 4-5% of the UN's total purchases. This makes Denmark one of the UN's largest suppliers – particularly in areas such as logistics, IT, communication, and pharmaceuticals.

Although Danish companies offer many of the solutions that are in demand by emerging economies, the necessary frameworks for trade often are not in place. High risks, limited access to financing, and lack of awareness about available opportunities can be impediments to engagement. Therefore, it is instrumental to work with Denmark's state-owned financing institutions on creating better opportunities for financing and risk mitigation.

This will support partnerships, promote local growth, and contribute to business development and innovation in close collaboration with local stakeholders.

Emerging markets are often complex markets. As a small, open economy, Denmark cannot simply trade with our neighbouring countries. The Ministry of Foreign Affairs supports Danish trade and presence in many types of markets – including in countries where values and framework conditions may differ significantly from those of Denmark. To diversify the internationalisation of Danish business, we must be open to trade with countries where engagement may be fraught with dilemmas. Economic diplomacy is also a channel for dialogue and cooperation that goes beyond commercial transactions. Danish companies carry Danish values into the world when they make demands on local partners. We cannot change the world by only doing business with Sweden and Germany.

With the right precautions, Danish companies can trade with countries we do not fully agree with. The Ministry of Foreign Affairs supports the efforts of Danish companies to pursue opportunities worldwide within the frameworks of national and international law and principles of responsible business conduct. The differentiated hourly rates for the Ministry's advisory services have eased the access to insights on local challenges in emerging markets. The lower hourly rate in low-income countries means more advisory services for the same money.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Work for full implementation of the EU's trade and partnerships agreements, as well as modernisation of agreements where new regulation is needed, e.g., on Trade and Sustainable Development.
- Push for the EU to continue to take a leading and constructive role in the WTO, focusing on trade liberalisation and improved market access for the poorest developing countries.
- Ensure the availability of relevant financing instruments across government financing institutions. With the reform of the Impact Fund Denmark (IFDK) and increased capitalisation in the period from now until 2030, private financing for green transition and sustainable development must be mobilised.
- Work to ensure that the EU's Global Gateway initiative is centred on a selective few strategic large-scale investments, better cooperation with the private sector, and more streamlined communication.
- Exchange experience and engage in strategic dialogue about investment promotion and FDI-promotion organisations in countries in Africa and other emerging markets.
- Establish a regional innovation centre in Nairobi with hubs in three markets to attract talent, strengthen Danish integration into local innovation environments, and co-create solutions to common societal challenges.
- From 2026, launch new development-financed DANIDA business instruments that strengthen Danish companies' engagement in emerging markets and better link development assistance with economic diplomacy.
- Increase focus on economic diplomacy through multi-lateral platforms such as the UN, which represents a major exporting opportunity for Danish suppliers of innovative and sustainable solutions.
- Assist with business advisory services on internationalisation worldwide – except markets subject to EU sanctions.
- Increase access for Danish companies to the Ministry's business advisory services in emerging markets by introducing differentiated hourly rates, enabling companies to receive more support for the same price in low-income countries.
- Strengthen the interaction between development-financed Strategic Sector Cooperation and commercial efforts in support of the international engagement of Danish companies.

FINANCING

Financing, investment and risk management play an increasingly important role in internationalising Danish companies. Financing of the customer's purchase is often a natural part of the sale, and as Danish companies move further away from Denmark, the need to manage risks related to debt collection and investments increases. In many markets, especially outside of Europe, there are often requirements for local production and investment.

Emerging markets may be associated with greater risks and less developed regulatory frameworks, which can prolong establishment processes and make financing more expensive and more short-term. For some companies, the complexity of establishing business in such markets is a barrier.

The Danish state has a range of public and semi-public grant and financing instruments at its disposal to support companies at different stages of their international journey – from smaller grant schemes to larger equity investments.

The grant and financing schemes are provided by a number of different actors, including the Ministry of Foreign Affairs, the Impact Fund Denmark (IFDK), the Export and Investment Fund of Denmark (EIFO), and Nordic Environment Finance Corporation (NEFCO), as well as EU financing providers such as Global Gateway (see Appendix 2 for descriptions of instruments).

Many Danish companies experience challenges in gaining access to the large international projects, often because financing requirements and legal conditions exceed the companies' own capacity. Past experience shows that a country's ability to finance an entire project often determines the final choice of subcontractors. There is therefore potential in strengthening Denmark's participation in this type of financing to increase Danish companies' access to major global projects.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Ensure that relevant financing instruments are available across government financing institutions in order to increase trade, including in emerging markets.
- Give Danish companies better access to business advisory services on financing in emerging markets.
- Work to ensure that the EU's Global Gateway becomes an opportunity for coordinating the financing of larger projects in developing countries.
- Work to promote Danish financing and participation in large international projects.



SECTOR-SPECIFIC FOCUS AREAS

Denmark's economic diplomacy is targeted seven strategic focus sectors, including defence industry and the maritime sector as new focus areas. All of these sectors are closely tied to strongholds of Danish business and industry; and they are all highly regulated globally and entail significant global growth potential. With its unique position and access to authorities and decision-makers in key markets, the Ministry of Foreign Affairs can open doors, promote Danish interests, and foster new partnerships that pave the way for concrete results for Danish companies.

ENERGY

Energy has become a central topic of foreign and security policy. Russia's use of energy as a means of pressure and the accelerated climate crisis highlights the need for energy security and rapid green transition. Denmark works to promote green transition through the global expansion of renewable energy and energy-efficient solutions by promoting energy partnerships and an active climate diplomacy.

Denmark is among the global frontrunners in green energy technology, with strong companies in areas such as renewable energy and energy efficiency. Green competitiveness and green transition go hand-in-hand. Due to Denmark's leading position, Danish companies are well equipped to contribute to the global green energy transition and green growth – through dispersion of new technology, exports, and investments.

With energy partnerships in more than 20 markets, targeted exporting and investment initiatives, and green energy as a prioritised focus sector for the Danish innovation centres abroad, Denmark supports both economic growth and the achievement of climate goals. A strong innovation environment and a willingness to test new ideas make Denmark an attractive platform for green development. These efforts strengthen Denmark's role as a driving force in the global energy transition – as well as Denmark's role as a partner in a new geopolitical reality with respect to energy.

DANISH ENERGY SUPPLIES SOUTH AFRICA

Denmark has long been a frontrunner in renewable energy, and Danish companies play an important role in the green transition globally. One example is Copenhagen Infrastructure Partners' (CIP) investment in South African Mulilo Energy Holdings – the largest Danish investment in the region. CIP's investments in South Africa are implemented in partnership with the embassy in Pretoria and through collaboration and networks with the South African authorities. This effort is currently concentrated in three areas: 1) New investments in renewable energy, 2) Investments in South African green infrastructure (electricity grid), and 3) An education project providing 200 young South Africans with a technical education in Denmark – financed through CIP's investment.

The collaboration with CIP is based on the green strategic partnership that South Africa and Denmark have developed through many years of energy cooperation. Relevant Danish authorities and the Danish Embassy in Pretoria helped position Denmark, the Danish energy model, and, not least, Danish companies – as leaders in the energy sector in the eyes of South African decision-makers.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Support the export of green energy technology through Strategic Sector Cooperation in more than 20 strategically important markets, including major emitters and selected developing countries. This includes Brazil, India, China, Germany and the United States, while efforts in the Baltics, the Netherlands, and Turkey will be phased out in 2025. The effort is coordinated with the Ministry of Climate, Energy and Utilities, the Danish Energy Agency, and business organisations through the Sector Forum for Green Energy Exports, which is held three to four times a year.
- Attract foreign investments, talents and knowledge collaborations in wind energy, Power-to-X (PtX), carbon capture utilisation and storage, green data centres, and energy storage.
- Strengthen exporting and innovation efforts in renewable energy, district heating, energy efficiency, PtX and biogas through strong coordination between economic diplomacy, Strategic Sector Cooperation, business partnerships, and financial instruments.
- Support renewable energy and green industries in Africa through locally anchored efforts and initiatives such as the *Accelerated Partnership for Renewables in Africa (APRA)*, which brings together capacity development, financing and involvement of Danish energy companies.
- Involve Danish companies and business organisations in the planning and implementation of activities through continuous dialogue, including in the Sector Forum for Green Energy Exports, so Danish solutions will continue contributing to CO₂ reduction and energy efficiency globally.
- Maintain Denmark's climate diplomacy efforts and promote global ambitions for renewable energy and energy efficiency – including at the UN General Assembly, the UN Climate Conference, and in collaboration with the International Energy Agency (IEA) and the International Renewable Energy Agency (IRENA).
- Ensure marketing and dialogue with foreign decision-makers through the public-private marketing consortium State of Green.
- Develop a new, future-proof core narrative about Danish strongholds in the area of energy – with a focus on maintaining and expanding Denmark's role as a global frontrunner.
- Maintain posted sector experts and local advisors in the energy sector in France, Japan, Poland, the United Kingdom, South Korea, Germany and the United States.
- Establish a Green Energy Taskforce working through the Danish Energy Agency to support green development in designated areas. The task force will initially focus on Australia and Spain.



DEFENCE INDUSTRY

Denmark and our allies are making historically high investments in the purchase of defence equipment. The Danish and European defence industry are upscaling. The Bruegel think tank estimates that European defence expenses will increase annually by DKK 1,900 billion. This development creates an opportunity for Danish businesses and the defence industry to secure both economic growth and jobs, enhance defence capabilities and security of supply, as well as ensuring interoperability with – and capacity building among – key allies.

The war in Ukraine – though rooted in tragic circumstances – underscores a unique opportunity for renewed cooperation and resilience. Investments in equipment are enormous, including contributions from Danish donations. At the same time, the situation presents an opportunity for product development and innovation for Danish companies, offering competitive advantages on the global stage.

Denmark's defence industry is relatively small, consisting of around 45 core companies, including a few larger companies, and approximately 400 subcontractors – many of which supply

foreign defence companies. In addition, there are dual-use companies that operate both within and beyond the defence sector. Trade is essential, as 62% of the companies export defence equipment.

Defence also encompasses emergency preparedness and civil protection. These vital functions of society must be upheld in the event of crises and conflict. This requires close cooperation between authorities, the business community, and civil society. According to the Niinistö Report (2024), the EU and NATO should strengthen their joint preparedness through a more integrated approach, where the private sector also contributes to a more robust security infrastructure.

The potential for Danish companies is significant, but the market is shaped by national protectionist interests, which can make it challenging for businesses to export directly. Support from embassies and authorities – including through Danish offset agreements – is therefore a key for opening doors to foreign markets and decision-makers.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- In collaboration with the Danish Defence Acquisition and Logistics Organisation (DALO), operate the Export Forum for Defence Industry to strengthen coordination between authorities and cooperation with business organisations, with the aim of promoting opportunities for Danish defence companies in priority markets.
- Continue the close cooperation with the Ministry of Defence, the Ministry of Industry, Business and Financial Affairs and EIFO on the internationalisation of Danish defence and dual-use companies.
- Provide sector-specific export advisory services in key markets, particularly in Europe and the United States in collaboration between commercial sector specialists, posted defence attachés, and defence industrial attachés.
- Strengthen the defence industrial hub at the Danish Embassy in Kyiv, which brings together all Danish public and private stakeholders in the defence industry and supports Danish companies with sales and investments in the Ukrainian defence industry.
- Through *the Industrial Partnership for Defence-Related Exports to the United States*, strengthen Danish companies' access to assignments within co-production, maintenance, and other activities related to the F-35 fighter jet, both in the United States and in other F-35 partner countries.
- Strengthen efforts to attract investments from foreign defence industry and dual-use companies to Denmark.

SECURING ACCESS FOR DANISH SMES TO FOREIGN DEFENCE COMPANIES

The Danish Embassy in London has established a collaboration with major British defence companies such as BAE Systems and Babcock. The purpose of the cooperation is to provide selected Danish SMEs with the opportunity to present innovative solutions directly to the companies' innovation units. As a result, several Danish companies have been selected as partners and subcontractors. This initiative addresses two key challenges: Firstly, Danish SMEs often struggle to gain access to decision-makers within large defence companies. Secondly, British defence companies may find it difficult to identify high-tech solutions developed by smaller Danish companies.

FOOD AND AGRICULTURE

Denmark's food cluster contributes significantly to the Danish economy and employment. In 2024, the cluster exported goods worth more than DKK 200 billion – equivalent to around 22% of Denmark's total goods exports. The cluster employs 180,000 people across rural and urban areas.

Today, the global food sector accounts for more than 30% of climate emissions. Meanwhile, the global population is expected to grow to 10 billion by 2050. Denmark is the only country in the world to have reached a broad political agreement on the green transition of agricultural and food production, *the Green Tripartite Agreement*, which includes a decision to implement a climate tax on agricultural biological processes.

Denmark is also a global leader in quality food, green transition, and innovative and sustainable food production. The food cluster's own ambitions and the Danish Government's strategies on food quality, food safety, organic agriculture, plant-based foods, and biosolutions form the basis for export growth.

Biosolutions is one of Denmark's many growing strongholds, contributing approximately DKK 13 billion to Denmark's GDP and nearly 7,000 jobs in Denmark. This number is expected to double by 2030. The market for biosolutions, including ingredients and technologies, is growing, and Denmark is well-equipped to maintain a significant position going forward.

Meanwhile, international trade is facing the challenges of increasing regulation and protectionism. This increases the need for strong government efforts with respect to export certificates, bilateral negotiations, and strategic partnership agreements. Efforts at the EU level for free trade agreements with third countries are also vital in this regard.

Public-private partnerships are key to promoting international trade. The Sector Forum for Export of Food and Agriculture and the marketing consortium Food Nation support coordinated export promotion efforts and marketing, as well as facilitating access to international decision-makers through promotion campaigns and delegation visits to relevant countries. Furthermore, the strengths of the Danish food cluster and the global demand for sustainable and effective solutions make the sector attractive for foreign investments.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Continue its efforts to maintain strong and effective business advisory services that support economic diplomacy and commercial government-to-government cooperation. The aim is to assist companies in the food cluster through concrete, targeted initiatives and relationship-building. Minister counsellors are currently located in the United Arab Emirates, Indonesia, Japan, China, South Korea, the United Kingdom, Thailand, and the United States, in addition to sector experts in Brazil, Malaysia, and the United States.
- Strengthen efforts for exporting and internationalisation of biosolutions, ingredients, and new proteins for sustainable food production in the United States with the posting of a sector expert to New York in 2025.
- Continue working to attract foreign investments in areas such as biosolutions, plant-based foods, and AgriTech.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Strengthen the integration of the food sector across all of the Ministry's competencies and services within development policy, development-financed Strategic Sector Cooperation, and economic diplomacy, including a specific initiative on refrigeration systems in Africa as part of the implementation of the Danish Government's strategy, *Africa's Century (2024)*.
- Strengthen efforts in culinary diplomacy, including the establishment of earmarked funding for culinary activities in connection with export promotion visits. These efforts will raise Denmark's profile as a leading nation in green gastronomy.
- Strengthen marketing efforts and dialogue with foreign decision-makers through Food Nation as a strong green marketing consortium for the Danish food cluster.
- Continue the close collaboration with the Ministry of Food, Agriculture and Fisheries on internationalisation of the Danish food cluster.

DANISH ORGANIC FOOD MAKES ITS WAY INTO GERMAN KITCHENS

Through strategic sector diplomacy and deep insights into German politics, Denmark succeeded in bringing the Danish model for organic food in public kitchens into the German coalition agreement. It all began with an inspirational ingoing visit to Denmark organised by the Danish Embassy in Berlin for Berlin's newly elected senator from the Green Party – who was particularly impressed by Copenhagen's school kitchens.

Today, organic food in public canteens is a priority in Germany. Inspired by Denmark's Organic Cuisine Label, Germany has introduced its own gold, silver and bronze labelling for public kitchens and restaurants. A Danish-German bilateral partnership on public organic food services has since been established.

The initiative raised awareness of organic solutions, strengthened exporting opportunities, and sparked a growing German interest in other Danish strongholds, such as plant-based foods and biosolutions.

Even in a mature market like Germany, the embassy has generated a new momentum and opened doors for Danish companies. The embassy's involvement has created visibility for Danish strongholds and paved the way for short- and long-term exporting opportunities. For example, the Danish company MATR Foods has gained access to the market through the embassy's continuous dialogue and involvement with respect to Germany's plant-based agenda, as well as concrete networking activities.

MARITIME

Denmark is one of the world's leading maritime nations, driven by its strategic geographical location, strong maritime traditions, and an innovative maritime ecosystem. Shipping is Denmark's largest export industry. More than 80% of global trade is transported by sea, and Danish shipping companies play a key role in global supply chains. Denmark has the world's ninth largest merchant fleet, and the service export of Danish shipping companies amounted to DKK 343 billion in 2023. The maritime industry contributed an additional DKK 49.5 billion.

Denmark is one of the world's leading maritime hubs with a closely-linked network of shipping companies, equipment manufacturers, ports, shipyards, logistics companies, and public authorities. Danish companies are frontrunners in green technology. Danish-developed equipment is found on the majority of the world's ocean-going vessels. This creates attractive investment opportunities.

The maritime sector is central to the green transition. In 2023, the UN's International Maritime Organisation (IMO) adopted the goal of climate-neutral shipping by 2050. This presents

significant opportunities for Danish companies in energy efficiency, retrofitting of vessels, green fuels, and equipment for international green corridors. The EU's Global Gateway supports these efforts. In April 2025, the IMO's Environment Committee reached a historic agreement on a global CO₂ reduction in shipping, which is expected to be finally adopted in October 2025.

Denmark's prominent international voice and leading role in international public-private collaboration around the Zero-Emission Shipping Mission is strengthening the sector's contributions to the IMO's climate goals. Green maritime solutions are also in demand in relation to investments in infrastructure in Europe, Asia, Latin America and Africa.

Enhanced trade promotion and new initiatives through development-financed Strategic Sector Cooperation and multi-lateral programmes will advance commercial opportunities and support the implementation of climate goals within the maritime sector.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Strengthen Denmark's maritime exporting efforts by retaining sector experts in Beijing, Seoul, and Washington, who will support Danish companies in gaining market access and exporting opportunities. These efforts are supplemented by an advisor in the Ministry of Foreign Affairs tasked with strengthening the partnership with Danish businesses.
- Continue the close cooperation with the Ministry of Industry, Business and Financial Affairs, including the Danish Maritime Authority, to support internationalisation of Danish companies in the maritime sector.
- Maintain and further strengthen the partnership with Danish businesses, including in the Sector Forum for Maritime Exports.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Contribute to strengthened representation of maritime interests by promoting Danish maritime business interests through increased presence in strategic emerging markets and partnerships with international organisations such as the IMO, and Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping. The goal is to support emerging markets and developing countries in achieving a fair and inclusive green transition.
- Attract foreign investments in the maritime sector, with a particular focus on equipment manufacturing and initiatives aimed at climate-neutral shipping.

MARITIME PARTNERSHIP OPENS DOORS IN INDONESIA

The Ministry of Foreign Affairs' strategic partnerships combine political and commercial engagement with sectoral expertise to deliver tangible results for Danish businesses. A strong example is the maritime partnership in Indonesia, where the business organisations Danish Maritime and the Confederation of Danish Industry (DI), EIFO, and the Danish Embassy have supported Danish companies in entering a complex but strategically important market – most recently with backing from the Minister for Foreign Affairs during a visit to Indonesia. The partnership has enabled regular meetings with relevant public authorities and reciprocal visits in both Denmark and Indonesia.

The partnership aims to strengthen Danish satellite and software companies' access to knowledge sharing and deliveries of equipment as part of the Indonesian government's national priority within the *blue economy* and monitoring of marine resources.

This initiative has already led to concrete results, including a commercial agreement on the export of a constellation of 20 Danish nanosatellites and know-how, and has paved the way for a potential sale of Danish solutions in areas such as underwater drones and data management.



HEALTH AND LIFE SCIENCE

Denmark has an international stronghold in health and life science, based on effective public-private cooperation and a health service that provides high-quality treatment and care with innovative medical equipment and modern medicines. This has created the foundation for a competitive home market and solutions that are in demand internationally.

The life science industry is one of the most strategically important sectors for economic growth and prosperity throughout Denmark. In 2023, the sector had exports amounting to more than DKK 176 billion, corresponding to approximately 20% of total Danish exports of goods – a figure that has more than doubled in 10 years. With an aging global population and a rise in chronic and lifestyle diseases, demand for health solutions is expected to increase significantly in the future. Our most important markets are characterised by strong competition and increasingly unpredictable and complex framework conditions. This poses challenges to international trade in the life science industry as well as the dispersion of solutions to address global health issues.

In a high-growth scenario, exports could reach DKK 350 billion in 2030. Foreign investments in the sector in Denmark have grown significantly, amounting to DKK 70 billion in 2023. Efforts to attract foreign investments and companies that conduct

research in collaboration with Danish stakeholders is helping to ensure future growth.

Realising the growth potential requires favourable framework conditions for trade, innovation and access to talent and investment. Denmark and the EU are increasingly under pressure from, among others, the United States and China with respect to framework conditions. Meanwhile, the life science industry is experiencing decreased transparency and weakened intellectual rights in key markets.

Therefore, the industry is calling for strengthened export and investment promotion efforts, health diplomacy and government-to-government cooperation, as well as regulatory frameworks that promote innovation – both nationally and in the EU. This is reflected in the Danish Life Science Council's recommendations for the Government's strategies towards 2030. The vision is for Denmark to be a leading life science nation in Europe and a global actor in the solution of health challenges – for the benefit of patients, health services, and the industry. The goal is for Denmark to be among the three most attractive countries for production and investments in life science, and exports must double between 2024 to 2030.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Support Danish companies' trade through sector-specific business advisory services, with particular focus on Pharma, MedTech, and hospitals – in close cooperation with the Ministry of the Interior and Health and the Ministry of Industry, Business and Financial Affairs to promote the internationalisation of Danish companies.
- Work to ensure the successful implementation of Denmark's new life science strategy, in order for Denmark to remain among the global leaders in innovative life science solutions and world-class patient treatment.
- Support the attraction of foreign investments across all of Denmark within Biotech, Pharma, Digital Health and MedTech – including strengthened efforts to attract life science manufacturing throughout the country.
- Work to make Denmark a strong player in the EU's efforts to ensure that Europe is an attractive life science region and that the life science sector is provided with competitive framework conditions.
- Drive strategic sector collaboration in key markets, including in Africa, and collaborate closely with the Ministry of the Interior and Health on the posted sector advisors in Brazil, India, China, Mexico, Ukraine, and Vietnam.
- Continue the Partnership Forum for International Health and Life Science as a central dialogue forum that brings together public authorities and companies for export-oriented initiatives and strengthens public-private cooperation in countries with posted health diplomats and sector advisors.
- Strengthen the marketing of Danish health solutions through Healthcare Denmark as the central marketing consortium.
- Maintain and target health diplomacy in cooperation with the Ministry of the Interior and Health to strengthen Denmark's contribution to solving global health challenges and promote the export of Danish health solutions – including through the posted health diplomats in Canada, France, Japan, Norway, the United Kingdom, South Korea, Germany and the United States.

DANISH INNOVATION IMPROVES EFFICIENCY IN THE BRITISH NATIONAL HEALTH SERVICE (NHS)

UK-DK MedTech Innovation Collaborative is a clinically-oriented accelerator programme that stems from the Danish-British government-to-government cooperation and health diplomacy effort in the United Kingdom. The programme builds on the United Kingdom's MedTech strategy, inspired by Danish experience.

The collaboration addresses health, clinical, and economic challenges, including solutions to help inactive citizens with health problems return to work. The programme was established through government-to-government dialogue.

Specifically, Danish companies have gained access to the British health authorities' new Innovation Show-room. This has provided direct access to procurement officers and increasing sales opportunities for Danish SMEs within the British healthcare system. A Danish company specialising in AI, offering solutions to improve health service efficiency, has entered into an agreement to further develop its technology for adaptation to the British National Health Service (NHS), and has gained direct access to decision-makers at NHS Digital. The solution is expected to benefit clinical healthcare systems in the United Kingdom and globally.

TECH AND DIGITALISATION

The digital transformation is accelerating globally and is decisive for Denmark's competitiveness, green transition and innovation. At the same time, the geopolitical situation intensifies the need for responsible technology development, digital sovereignty, and resilience. Today, digital technology is a key driver across many sectors. Trade promotion and public access to international customers must open doors and advance Danish projects. Initiatives related to AI will promote the attraction of talent and knowledge, while Danish innovative solutions contribute to positioning Denmark on the global stage.

Denmark holds a strong position in public digitalisation and digital solutions – developed through public-private partnerships – which are in high international demand. Growing focus on cybersecurity, data-driven solutions, and digital services presents opportunities for Danish businesses, especially SMEs and startups. A targeted export promotion effort will improve their access to international networks, capital, and partnerships – and thereby unlock the full potential of the digital ecosystem.

The Danish IT industry's exports totalled DKK 116 billion in 2024 – an increase of more than 8% compared to 2023. In the third quarter of 2024, the sector employed approximately 106,000 people across around 4,700 companies. Meanwhile, there is increasing demand for European alternatives to American suppliers, creating new market opportunities for Danish solutions –including in cloud computing, software, and computing data.

Denmark supports the EU's ambitions for technological sovereignty. Through partnerships and investments, we can ensure that Danish companies are positioned well as key suppliers of critical technological capabilities.

In 2024, the Danish Parliament reached an agreement on a digitalisation strategy that sets the direction for digital development in Denmark.



THE MINISTRY OF FOREIGN AFFAIRS WILL

- Strengthen internationalisation of Danish digital solutions through targeted advisory services within Danish strongholds.
- Increase focus on GovTech as a collaboration model by strengthening strategic partnerships between authorities, companies, and knowledge institutions, and thereby increasing access to international markets for Danish digital solutions.
- Strengthen digital export promotion efforts by integrating digital solutions across sectors and thereby contributing to maintaining and building Denmark's position as a leading digital nation.
- Implement the Ministry of Foreign Affairs' strategy for technological diplomacy, which focuses on quantum technology, AI, and other important technologies, such as biotech, microchips, and space technology.
- Implement the national strategy for quantum technology, including efforts in the international quantum hub to develop interministerial international partnerships that promote research collaborations and commercialisation of new knowledge.
- In collaboration with clusters and innovation networks, research institutions and others, attract foreign direct investments in space, quantum, robot, and drone technology, as well as AI.
- Increase focus on attracting foreign venture capital funds to Denmark, which can contribute to the creation of a strong entrepreneurial environment for new digital technologies.
- Further develop and communicate the international narrative about Denmark's digital stronghold, in collaboration with key partners such as the public-private marketing consortium Digital Hub Denmark, which plays a central role in the international branding of Denmark as a digital frontrunner.
- Ensure knowledge transfer and innovation, particularly in the application of AI, in all sectors through targeted programmes for Danish companies.
- Implement the digital sector forum as a strategic platform for coordination and exchanging experience across ministries, business organisations, clusters and marketing consortia, with a particular focus on digital export promotion and technological strongholds.
- Continue close cooperation with the Ministry of Digitalisation, the Ministry of Higher Education and Science, and other relevant ministries on the internationalisation of digital solutions and implementation of national strategies for technology and digitalisation.
- Conduct digital diplomacy together with digitalisation ministries in the United Kingdom, Sweden, and Germany, where digitalisation diplomats have been posted to promote Danish digital solutions through commercial government-to-government cooperation and export promotion.



DANISH TECH COMPANY CONTRIBUTES TO DIGITALISATION OF GERMAN AGRICULTURE

Germany's agricultural sector is only digitalised to a limited extent, and regulatory requirements make market access complex. A Danish AgriTech company specialising in precision agriculture and sustainability faced obstacles to trading in Germany. Through cooperation with the Danish Embassy in Berlin, the company gained access to the market via government-to-government dialogue and partnerships.

The Danish model was used as inspiration to demonstrate digital transformation. Dialogue and workshops with relevant authorities and business organisations fostered greater understanding of the regulations and opened the door to the German market for the company. Visibility was strengthened when the company met with a German minister, and pilot projects with research institutions and farmers provided valuable references. The joint effort led to the establishment of a Danish-German working group, landing the first German partner – and concrete exports.

JAPANESE QUANTUM SOFTWARE COMPANY CHOOSES COPENHAGEN AS ITS BASE

The leading Japanese quantum software company, QunaSys, established its first foreign subsidiary, QunaSys Denmark ApS, in Copenhagen. QunaSys is supported by a consortium of Japan's leading foundations and companies and has selected Denmark as its base because of Denmark's leading position in quantum. Establishing the subsidiary is part of the company's strategy for expanding and broadening its global customer base, attracting talented specialists, and promoting the development of quantum technology in Europe.

QunaSys Denmark ApS has an office in Deep Tech Lab – Quantum, a quantum accelerator at the Bio Innovation Institute. Deep Tech Lab – Quantum has also been chosen as an accelerator centre for quantum technology under NATO's technology development initiative (DIANA).

WATER AND ENVIRONMENT

Water is a vital resource, and sustainable water technology solutions can contribute to improving global health, food safety, climate adaptation, and conflict prevention. Climate change is increasing the pressure on water resources, and 9 out of 10 natural disasters are water related. As a result, there is an increasing global demand for intelligent and sustainable water solutions.

There is also demand for effective environmental technologies, such as solutions for sorting and recycling waste. Effective waste management reduces the need for production of new resources which can directly contribute to higher energy efficiency and reduction of emissions.

The World Bank estimates that investments of up to DKK 50,000 billion are needed for water infrastructure between now and 2030. These investments are necessary for meeting the UN Sustainable Development Goal on clean water and sanitation, as more than 2 billion people still lack access to clean drinking water.

Denmark is an international frontrunner in water and environmental technology with high energy efficiency, low water loss, and a strong profile in digital and innovative solutions. Many Danish wastewater plants produce more energy than they consume. Denmark also has one of the highest levels of waste recycling in the world, as well as advanced infrastructure for

waste incineration and waste-to-energy. Denmark is therefore a global partner for effective and sustainable water and environment solutions.

The Export Strategy for Water (2021) aims to double exports of water technology from DKK 20 billion to 40 billion by 2030. This requires a coordinated effort across authorities, utilities, and companies to support access to public customers abroad. The collaboration in the Sector Forum for Water and Environment across the Ministry of Foreign Affairs, the Ministry of Environment and Gender Equality, business organisations, and the State of Green marketing consortium must ensure a common strategic direction for the priorities of Danish business and the political visions for water.

The water sector in particular points to the need for strengthened government-to-government cooperation, export promotion and partnerships, and activities under specific business alliances such as Water Technology Alliances (WTA) in the EU, India, China, the Middle East and North Africa, and the United States. This includes, for example, technical workshops, visits to utilities, and support from technical experts in connection with in-depth fact-finding missions, feasibility studies, and seminars. Increased focus on research and demonstration projects will also ensure that Danish companies can continue to deliver solutions that match global demand.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Maintain and further develop successful public-private business alliances (WTA) with a focus on priority markets.
- Prioritise allocation of activity funding for facilitating workshops, visiting utilities, incoming water delegation visits to Denmark, and the use of technical experts in connection with delegation visits, feasibility studies, workshops, etc.
- Retain posted sector experts and local advisors in Italy, Poland, Spain, Sweden, Germany, and the United States to support the WTA in the EU and United States.
- Retain a posted sector expert in China and local water advisors in India (in light of Denmark's green strategic partnership in India), the Middle East, and North Africa to promote Danish commercial opportunities, trade, and local sustainable solutions.

THE MINISTRY OF FOREIGN AFFAIRS WILL

- Strengthen commercial export advisory services on water in Africa, including strengthened focus on funding for water initiatives and other activities in the area of water.
- Work for increased integration between Danish development assistance, development-financed Strategic Sector Cooperation, advisors, and Danish water companies' engagement in Ethiopia, Ghana, Kenya, Morocco and South Africa, including through the so-called "Water Facility".

DANISH WATER ALLIANCES ARE MAKING WAVES IN THE EU AND THE US

Water Technology Alliances (WTA) link technical specialist advisors with efforts to promote Danish water technology in selected markets. WTAs in the EU and United States consist of sector experts from the Danish water sector employed at the Danish missions and local expertise in government-to-government cooperation, local market conditions, and networks. Aims of WTAs include:

- Identifying market opportunities through dialogue with utilities, authorities and advisors, and matching Danish strongholds with local needs.
- Bringing together Danish supplier consortia and supporting demonstration projects and feasibility studies.
- Supporting local water and wastewater companies with technical advisory services based on Danish experiences.

With in-depth technical expertise and activities such as technical visits to utilities, seminars, delegation trips, and high-level government-to-government contact and dialogue, WTA EU and WTA USA have secured direct orders to Danish technology and service suppliers and broadly contributed to the establishment of effective and green water technology solutions in the EU and the United States.

Through a targeted multi-year economic diplomacy effort, WTA EU has supported an alliance of approximately 20 Danish water companies in the European markets and contributed to the companies' export promotion and creation of effective and sustainable water technology solutions in the EU. These efforts have generated orders totalling nearly DKK 120 million in the first three years. Similar results have been achieved for Danish exports via WTA USA and in other markets.

EVALUATING THE EFFECTS OF THE ACTION PLAN

The goal of the Action Plan for Active and Effective Economic Diplomacy is to use all of the Ministry of Foreign Affairs' instruments to strengthen Denmark's economic growth and resilience by contributing to diversification and advancement of Danish businesses' internationalisation and development of our strongholds, attraction of foreign investments, securing global market access by influencing framework conditions, and improved utilisation of the EU's trade agreements. In other words: to ensure that economic diplomacy creates value for the individual company as well as socioeconomic value.

A central aspect of measuring the value of economic diplomacy is documenting that companies experience positive effects from the collaboration. The Ministry of Foreign Affairs conducts systematic surveys of the experienced value creation among the companies that make use of our business advisory services.

These internal surveys are complemented by external impact assessments. In early 2025, Professor Jakob Roland Munch from the University of Copenhagen conducted an effect measurement of export promotion for the Ministry of Foreign Affairs. The effect measurement confirms that economic diplomacy has a clear and measurable impact – both for the individual companies and for the Danish economy as a whole.

During the period covered by the action plan (2025-2027), the Ministry of Foreign Affairs will report and follow up on the progress of the strategic efforts to ensure that Denmark's economic diplomacy continues to generate results. The Ministry of Foreign Affairs' efforts must be relevant for a broad cross-section of Danish businesses and deliver value for the companies that receive our advisory services as well as for Danish society and economy as a whole. In addition, economic diplomacy must focus on strongholds of Danish businesses, build on strategic partnerships, and utilise the combination of diplomacy, strategic sector cooperation, development cooperation, and market insights.

The reporting should not only measure the effects, but also provide a basis for ongoing prioritisation and development of efforts. In a changing geopolitical landscape, it is vital to have a flexible economic diplomacy that utilises the full expertise of the Foreign Service and which can be adapted to new needs and challenges. This is how we best support Danish business, and how we create the best possible results for Denmark.

INTERNAL SURVEYS OF VALUE CREATION FOR DANISH COMPANIES

The Ministry of Foreign Affairs invites all companies, that have purchased our advisory services, to participate in a satisfaction survey that, among other things, assesses the value created through advisory services on internationalisation and export promotion. For 2024, internal surveys by the Ministry of Foreign Affairs showed an average result of 9.2 out of 10 possible points. This result is based on 2,769 companies that purchased a total of 138,642 hours of business advisory services in 2024.

IMPACT MEASUREMENT: INVESTMENTS IN ECONOMIC DIPLOMACY CREATE ECONOMIC GAINS AND JOBS

In 2025, Professor Jakob Roland Munch from the University of Copenhagen conducted a study of the effects of export promotion through a comparative analysis of companies that purchased export promotion services from the Ministry of Foreign Affairs in the period 2013-2022 with a control group of companies that did not use these services.

Overall, the analysis documented that the Ministry of Foreign Affairs' efforts have a positive effect on Danish companies' exports. This confirms the results of previous effect measurements (covering 2013-2020 and conducted in 2023), showing that the Ministry of Foreign Affairs' advisory services generally strengthen the exports of Danish companies.

The analysis shows the following positive effects:

- **The total estimated productivity gains from export advisory services provided to Danish companies is approximately DKK 4 billion.** One measure of productivity is value added per employee, and export promotion has a positive impact on value added per employee in large companies. The total gains of approximately DKK 4 billion was determined by calculating

the effect of export promotion on value added per employee for all of the export promoting companies included in the analysis for the period 2013-2022.

- **Investments in export promotion yield an eightfold return through productivity gains.** The analysis shows that productivity gains are approximately eight times greater than the total costs of business advisory services in the measured period. This means that every time 1 Danish krone is spent on export promotion, it creates approximately 8 Danish kroner in productivity gains.
- **Export advisory services create positive spillover effects for Danish suppliers in the supply line.** Although the immediate benefits of export promotion go to the individual company who purchased services from the Ministry of Foreign Affairs, the measurement shows clear positive external effects such as increased purchases by Danish sub-suppliers. Companies that receive advisory services increase their purchasing from Danish suppliers by 5 percentage points in the following two years versus comparable companies. Small companies have a positive impact on other Danish suppliers, as their purchases

increase by 5 percentage points immediately and by 10 percentage points in the two following years. For companies in the pharmaceutical industry, purchasing increases by 15 percentage points in the year after the export promotion purchase.

- **Advisory services have a positive effect on job creation – especially for small companies.** In the three years after purchasing business advisory services, employment increases more than in comparable companies. Small companies experience the largest increase; in the first year and the subsequent two years, the number of employees increases by approximately 5 percentage points, 8 percentage points, and nearly 11 percentage points, respectively. In the pharmaceutical industry, the growth is more than 10 percentage points in the subsequent two years.
- **Business advisory services as an instrument for dealing with non-tariff barriers to trade.** The documented effects of export promotion show that embassies, through their local market insights – including local legislation, partners, suppliers, and more – can help reduce non-tariff barriers for Danish companies.

Source: Professor Jakob Roland Munch (University of Copenhagen), 2021. Measurements for the period 2013-2018 and 2025. Effects of export promotion for Danish companies 2013-2022 and interview with Professor Jakob Roland Munch in Børsen, 15 April 2025.

APPENDIX 1:

ECONOMIC DIPLOMACY – A CORE NARRATIVE ABOUT A CORE TASK

The Ministry of Foreign Affairs supports Danish companies in navigating in a world of uncertainty. Our focus is on enterprises wanting to contribute to a sustainable global transition by increasing their international engagement.

Creating value for Denmark and measurable results for enterprises is what drives us. Economic diplomacy must support Danish prosperity, security, and values. Our advisory services on internationalisation, access to international knowledge and innovation environments and attracting foreign investments contribute to growth and job creation, the development of Danish strongholds, and a more sustainable and resilient society.

We create value for both startups, SMEs, and large companies through everything from advisory services, trade promotion, partnerships, ministerial visits, and international conferences to export and innovation promotion.

Our advisory services are based on local insight and sector-based knowledge within Danish strongholds. We prioritise our

efforts in areas where we can create the biggest impact and we actively engage in sector specialisation with a view to generating knowledge, competences, and networks. Our ability to combine access to networks, knowledge of political processes, and expertise within international affairs with an understanding of regional, geopolitical and trade-related trends is how we make the biggest difference.

It is important for us that our work happens in partnership with government authorities and organisations who contribute with insights into the needs and wants of the enterprises, and where every stakeholder actively contributes to the partnership. The relationship between the Ministry of Foreign Affairs and Danish enterprises is mutual. Economic diplomacy can strengthen Denmark's relations to other countries and international organisations. Danish enterprises are crucial partners in this project. The enterprises possess important insights and their commercial activities are significant building blocks in Denmark's bilateral relations. Enterprises also contribute to creating solutions to global challenges such as the digital and green transition.

Our comparative advantage is our access to decision-makers and the fact that the Ministry of Foreign Affairs officially represents Denmark when it comes to bilateral relations and international negotiations. This is why our government-to-government contact at all levels remains so central to our work whilst we continue to ensure that our services support and underpin Denmark's national interests.

We create value by activating all relevant competences in the Ministry of Foreign Affairs and other ministries, and by creating platforms for economic diplomacy internationally. Economic diplomacy reinforces Denmark's influence at a global level and is a task across entities in the Ministry of Foreign Affairs and in our whole network of missions abroad. We firmly believe in the benefits of even closer cooperation between all relevant stakeholders, supported by further synergies and integration throughout all parts of our organisation.

APPENDIX 2:

INSTRUMENTS

ADVISORY PARTNERSHIP FORA

CEO Forum

A strategic advisory forum chaired by the Minister for Foreign Affairs. This forum consists of CEOs from the main business organisations and trade unions, as well as the Minister for Industry, Business and Financial Affairs and the Minister for Higher Education and Science. The forum is tasked with advising the Danish Government on the strategic organisation of Denmark's economic diplomacy.

Key Account Forum

A forum under the Ministry of Foreign Affairs' payment scheme, where a number of Denmark's largest export companies meet for strategic dialogue and exchange of experiences. The focus is on export-relevant challenges in economic diplomacy.

Contact Forum

The Ministry of Foreign Affairs' primary forum for dialogue and knowledge sharing with the business organisations at the working level. The focus is on foreign policy issues in a broad sense of relevance to Danish business. The Ministry of Foreign Affairs' State Secretary for Trade and Investment serves as host. The forum is used for ongoing information exchange and thematic discussions between the Ministry of Foreign Affairs and business organisations.

Sector fora

Strategic dialogue fora for prioritised sectors, where public and private stakeholders discuss export promotion, internationalisation, and sector development. The fora serve as central anchor points in the Danish Government's economic diplomacy and provide input on partnership efforts and strategic priorities. Sector fora are established in the sectors of energy, defence industry, food and agriculture, maritime, health and life science, tech and digitalisation, and water and environment.

ADVISORY SERVICES AND GRANTS

Accelerate Through ICDK

Annual acceleration programme that supports Danish startups' or spinouts' access to world-leading accelerator programmes with a view to scaling knowledge-intensive, technology-based solutions within selected verticals. The acceleration partner is eligible for a contribution per company, and the company is eligible for subsidised advisory services from ICDK.

Creative Denmark

Creative Denmark is a public-private partnership that profiles Denmark internationally as a leading creative nation. The consortium promotes Danish architecture, design, fashion, and other creative industries through strategic branding and international cooperation. It serves as a platform for export promotion, matchmaking, and dialogue between Danish creative companies and international decision-makers and markets. Creative Denmark works closely with The Trade Council, relevant business organisations, and cultural stakeholders.

The regional business hubs

The regional business hubs offer specialised advisory services and sparring to all enterprises across Denmark. Danish SMEs can access 1:1 business advisory services to prepare for export activities. The regional business hubs also serve as local touchpoints for business promotion and ensure a decentralised approach to business promotion services.

Digital Hub Denmark

Digital Hub Denmark is a public-private partnership that promotes Denmark as a leading digital nation. The hub works to attract international tech talents, investors, and companies to Denmark, and connects them with the Danish digital ecosystem. It supports growth for startups and scale-ups in digital technology and serves as a national platform for international branding, matchmaking, and cooperation.

Export sparring

Export sparring programme where Danish SMEs receive 15 free advisory hours regarding a new export market. The regional business hubs facilitate the initial export preparation efforts, after which the Ministry of Foreign Affairs provides specific market advice.

Export and value chain advisory services

The Ministry of Foreign Affairs offers sector-specific advisory services in global markets, where Danish companies can obtain assistance in accessing new market opportunities, decision-makers, networks, partners, etc. Selected embassies offer advisory services on sustainability and value chains.

Export promotion campaigns

The Trade Council's programme for joint trade promotion supports Danish exports and economic growth in Denmark by contributing to the internationalisation, competitiveness, and export turnover of Danish business.

Export NOW

Partnership-driven and sector-focused export programme that focuses on concrete market opportunities and brings together companies in targeted export efforts. SMEs participating in Export NOW are eligible for subsidised advisory services. Elements of the programme include

an introductory workshop and subsequent market visit.

Food Nation

Works on international branding of the Danish food sector. Food Nation makes its visitor centre available to Danish food companies and can be contacted by companies regarding a tailored solution or to have a product displayed on the Food Nation website and in the visitor's centre.

Healthcare Denmark

Healthcare Denmark is a public-private partnership that promotes Denmark as a global leader in life science, health technology, and innovation. The marketing consortium facilitates collaboration and partnerships between Danish and international life science stakeholders, including private companies, universities, hospitals, and public authorities to promote Denmark's innovative solutions within healthcare.

ICDK Innovation Camp

Innovation Camp brings together groups of SMEs from prioritised sectors, such as quantum, AI, space or robot technology in a subsidised project that creates access to knowledge, relevant networks, and partners.

ICDK Innovation Sparring

Free of charge innovation sparring programme targeted SMEs that want to gain access to knowledge about local market conditions, investment opportunities, and advisory services on product adaptation and validation. The SMEs must be nominated by external partners, and innovation sparring processes must be incorporated into longer-term processes.

Inno General

Inno General offers tailored and subsidised advisory services at ICDK for all SMEs, including startups and spinouts.

Market Access Advisory

Companies can contact the Trade Council for advisory services and guidance on free-trade agreements, market barriers, tariffs and export regulations around the world.

Scope Your Business Model

Consultancy programme that offers subsidised advisory services to SMEs individually or in groups (SBM+) on preparation and adjustment of their business model for a specific market with a view to exports or value chain management. Companies participating in SBM+ also have the opportunity to participate in a market visit.

SME General

SME General is for all SMEs and offers subsidised advisory services tailored to the needs of companies.

State of Green

State of Green promotes Danish green solutions globally in the areas of energy, climate and environment. By registering a partnership profile, Danish companies and organisations can increase the visibility of their solutions – including through visits by international delegations hosted by State of Green.

Strategic Business Alliance

The Strategic Business Alliance programme brings together Danish companies in a business alliance of large companies and SMEs that work together to strengthen their export opportunities. The alliances are sector-focused and contribute to increased market insight, improved access to networks, and the promotion of concrete export orders.

FINANCING

Danida Innovation and Business Explorer (DIBE)

Grants for Danish companies – including startups – to cover the costs of exploring concrete business opportunities in developing countries relating to the SDGs and the Paris Agreement.

Danida Green Business Partnerships (DGBP)

Support for partnership projects between companies, NGOs and other stakeholders that promote green transition and create inclusive economic growth in developing countries. The support is granted to preliminary, smaller projects (DKK 1 to 1.5 million) and longer-term, typically pre-commercial initiatives (DKK 4 to 15 million).

Danish SDG Investment Fund

DKK 150 – 300 million

The SDG Investment Fund focuses on selected SDGs, primarily in green energy and infrastructure, health, sustainable foods, and the financial sector.

The Danish Maritime Fund

DKK 0.5 – 2 million

Support for research, technology and product development, training and education, recruitment and other initiatives with a maritime focus.

Digital Europe Programme

Provides funding for projects in the fields of super computers, artificial intelligence, cybersecurity, advanced IT skills, and ensuring the broad use of digital technologies in economies and societies.

EIFO Export and Investment Fund of Denmark

Provides financing through export guarantees, securities and loans to reduce economic and political risks relating to trade with other countries.

EIFO Green Accelerator

DKK 300.000 – 5 million

Provides grants for the maturation of Danish export-ready solutions, including for alliances targeting a concrete export opportunity.

Energy Technology Development and Demonstration Programme (EUDP)

Provides support to projects that aim to create and improve solutions within energy technology. The programme promotes the realisation and development of business potential.

EU Innovation Fund – Small Projects

DKK 11 – 35 million

Support for small, scalable projects that develop and demonstrate technology, processes and products which contribute to reducing carbon emissions. The grant covers 60% of project costs.

European Investment Bank (EIB)

The European Union's investment bank offers loans and other forms of financing, both within and beyond the EU. Among other things, the EIB supports the green transition, the development of competitive enterprises, sustainable development and social cohesion.

Eurostars

DKK 3.5 – 11 million

Grants companies support for conducting international high-tech and knowledge-intensive research and development projects with considerable market potential. The coordinating unit must be an SME. Financed by Innovation Fund Denmark.

European Defence Fund

The Defence Fund has a budget of approximately EUR 7 billion over a seven-year period from 2021 to 2027. The fund aims to create better conditions for cooperation between member states on research and the development and procurement of defence equipment, and to ensure an open, innovative and competitive defence industry in Europe.

Green Development and Demonstration Programme (GUDP)

DKK 0.3 – 15 million

Support for projects that aim to create and improve technologies in the food sector. Projects with a direct and measurable climate-change impact are prioritised.

Horizon Europe

Grants support to companies and other organisations for research, development, demonstration and testing. The programme supports free research, researcher mobility, strategic research and innovation, and focuses on interdisciplinary solutions and international collaboration.

Impact Fund Denmark (IFDK)

– Impact Ventures

From DKK 15 million

Invests in early-stage projects with the potential to be scaled. The projects must be within IFDK's priority sectors and meet IFDK's overall objectives and sustainability requirements.

The Danish Industry Foundation (IF)

Develops strategic initiatives and supports private projects with funds for the development and strengthening of Danish businesses. The foundation provides both financing and consultancy.

Innovation Fund Denmark

DKK 5 – 30 million

Invests in entrepreneurs, researchers and companies that generate value for Denmark through new solutions to some of society's greatest challenges. The fund accelerates research and innovation for solutions that strengthen the competitiveness and sustainability of Danish society. Participates in Horizon Europe partnerships.

Impact Fund Denmark (IFDK)

Offers venture capital for commercial projects in developing countries with a focus on sustainable development and growth.

LIFE

DKK 7 – 35 million

Provides support to projects that contribute to realising the EU's environment and climate policy. Private companies, public institutions and non-profit organisations can apply for grants.

Environmental Technology Development and Demonstration Programme (MUDP)

Grants for development, testing and demonstration of Danish environmental technology in both Denmark and abroad within the areas of climate, circular economy, nature and biodiversity, clean water, and clean air.

Nefco

DKK 250,000 – EUR 5 million

Provides loans and equity to Nordic SMEs with innovative green solutions to support their international growth and scaling.

Nopef

Max EUR 50,000

Provides loans or grants to help Nordic green SMEs explore opportunities for international establishment outside of the EU/EEA.

Nordic Innovation

DKK 2 – 15 million

Establishes partnerships between leading Nordic public and private stakeholders within trade and innovation. Provides support for research, development and demonstration.

Nordic Investment Bank

Investment bank that provides loans and co-financing for projects contributing to the green transition and increased productivity, carried out by public stakeholders and private companies in the Nordic Region and the Baltics.

P4G

Grants for international public-private partnerships in selected developing countries that contribute to the UN's SDGs and the climate goals of the Paris Agreement. The partnerships may be mature or at an early stage and in need of scaling up.

Grant Programme for Energy Export Initiatives

Grants for public-private partnerships to promote the export of Danish energy technology in future emerging markets.

The Business Guide (Virksomhedsguiden.dk)

Provides essential digital guidance to businesses across public authorities on business start-up, operation and development, and serves as the digital hub for services offered through the Danish business promotion system.

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